



# WORLD NEWS

KOSOVO CRISIS

WAR IN EUROPE MONTENEGRO'S WEAKNESS MAY BE EXPLOITED ■ NATO COMPUTER GAME USED TO PLAN STRATEGY ■ MILOSEVIC'S CIRCLE TARGETED ■ FEARS MOUNT FOR MISSING REFUGEES

## Montenegro: fertile soil for civil conflict

By Guy Dimmore in Belgrade

Economically weak and socially divided, Montenegro is fertile ground for civil conflict should the federal army commanded by Slobodan Milosevic, the Yugoslav president, try to oust Milo Djukanovic, the small republic's western-leaning president.

When former Yugoslavia broke up in war in the early 1990s, Montenegro was the only republic to remain faithful to Serbia.

Without Montenegro, Serbia would lose its only outlet to the sea and its

Adriatic naval base in Kotor Bay.

Worse perhaps, from Mr Milosevic's point of view, is that the entity of Yugoslavia, his nominal power base, would cease to exist as a federation.

Mr Djukanovic was once loyal to Mr Milosevic but has since become his fiercest critic, threatening at times to hold a referendum on independence should the regime in Belgrade lead Yugoslavia into deeper isolation.

Anti-Djukanovic protests led by Mr Bulatovic in January 1998 failed to prevent his inauguration as president. Mr Milosevic responded last summer by appointing Mr Bulatovic as prime minister of federal Yugoslavia, creating a rift between Serbia and Montenegro that

Europe's youngest prime minister.

But by 1997 a serious rift was developing within the ruling party and Mr Djukanovic ousted Momir Bulatovic, the republic's pro-Belgrade president in elections that Mr Milosevic insisted were rigged.

Anti-Djukanovic protests led by Mr Bulatovic in January 1998 failed to prevent his inauguration as president.

Mr Milosevic responded last summer by appointing Mr Bulatovic as prime minister of federal Yugoslavia, creating a rift between Serbia and Montenegro that

meant the federation existed in little but name.

In the past year, Montenegro has taken control of its borders and customs posts - prerogatives of the federal government - meaning that the only institutions still linking the two republics were their currency, the dinar, and the army.

Should the political struggle develop into war, then the second corps of the federal army, under a new commander appointed by Mr Milosevic last month, will find itself up against the interior ministry police forces loyal to Mr Djukanovic.

Rifts within Montenegro, a

clan-based society of some 650,000 people, run deeper.

Among the Orthodox Slavs, Montenegrins are broadly divided between the "Greens" who favour independence and hard back to when part of Montenegro was an independent kingdom, and the "Whites" who want union with Serbia.

To make matters more complicated, about 20 per cent of Montenegro's population are ethnic Albanians or Moslem Slavs whose leaders have backed Mr Djukanovic's opposition Socialist party. Mr Milosevic can muster support among the old guard of ex-communists and industrial workers whose economic lot has declined over the years.

Political divisions have also split families, with the younger generation mostly favouring the pro-western outlook of Mr Djukanovic. Rifts within Montenegro, a

## 'Akrona' war game is too close to home

Montenegrin officials are now questioning their role play in a Nato computer project.

By Guy Dimmore in Belgrade

Civil war in Moslem-dominated Akrona has claimed 200,000 lives and displaced 50 per cent of its people. Foreign forces have intervened, a peace deal is signed and the United States and Nato are seeking to rebuild the Balkan state in their own image.

Akrona, a mountainous state in former Yugoslavia with a Moslem plurality and a capital called Gudriz, was described in detail in the program's parameters. "The diverse religious and ethnic split within its own borders... led finally to civil war and ultimately to external intervention," explained the game's handbook. In an ominous prediction of what was to befall Kosovo, it said nearly 60 per cent of the population was displaced, 60 per cent of housing destroyed, infrastructure wrecked and 80 per cent of the people dependent on foreign aid.

Akrona's place within the US orbit was well defined: "The US is the major player in Akrona's world. It broke a logjam by creating the accords, brought shaky allies aboard and in the end provided the military and security strength... Co-operation between Akrona and the US is close, marred only by occasional US concerns over the degree of linkage between Akrona and several fundamentalist Islamic states... Libya and Iran."

Private US banks are involved, Nato is the bulwark of Akrona's security" while the relationship with Russia is "distant" despite Moscow's "positive role" in peace talks.

"It's scary to think we were puppets," said one participant.

Nato officials had no immediate comment on the Akrona project. One participant recently telephoned Nato to ask what it was really about and, with Montenegro itself on the brink of civil war, what to do next.

"Be quiet and keep your head down," came the reply.

## Nato strike targets Milosevic inner-circle

Hitting industrial targets is having the effect of weakening the friends and family of the president who, through his patronage, run the Yugoslav state and economy, writes Stephen Fidler

**Y**ugoslavia's official media yesterday reported a Nato air strike against a cigarette factory in Niš, Serbia's third largest city. Niš acts as a military headquarters for Yugoslav troops operating in Kosovo, but it was not the first time Yugoslavia reported factory and tobacco warehouses in the city had been hit.

Although Nato officials in Brussels yesterday would not confirm that the Niš cigarette factory was a target of an attack, they had previously confirmed that the Zastava car plant in Kragujevac was hit by cruise missiles earlier this month.

The attack on the car plant and the important role of President Slobodan Milosevic's son, Marko, in the country's tobacco industry raises the question of whether Nato is limiting itself purely to military-related targets in its air campaign to rid Kosovo of Serb forces. It suggests Nato may also be going after the economic interests of a select group of individuals around the president.

Officials in Nato governments are cagey about specific targets. But although the primary goal of the Nato campaign is to weaken Mr Milosevic's army and secu-

rity forces, they say one not unwelcome by-product of the attacks would also be to weaken the coterie that provides much of his economic support.

According to Kenneth Bacon, the Pentagon spokesman, the Yugoslav president's power is supported by four pillars. "The first are the army and security forces, the second is his control of the political party, the third is his control of the media and the propaganda instruments, and the fourth is his control of flows of corruption, and that comes through his overall influence over the economy."

To the extent that Mr Milosevic has put his supporters in charge of crucial industries such as fuel, ammunition or chemicals, they would be hurt by these attacks.

The military mission is to reduce damage, disrupt the ability of his military to operate. So the targets we're hitting are fundamentally in pursuit of that purpose. To the extent that they happen to be owned or controlled by members of some economic elite who have gotten access or ownership to these assets because of their friendship or political support of Milosevic, that would be a secondary impact," he said.

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AP, Reuters

A similar message came from Jamie Shea, the Nato spokesman, in Brussels yesterday. "Yugoslavia is a state based on nepotism. It's almost impossible to strike at any industrial target without ruining the stocks and the shares of one of Milosevic's ministers or his own family, because they are the state."

However, there have been reports that some Nato commanders favour widening the air campaign to include more specifically economic objectives. The New York Times reported on Monday that General Wesley Clark, Nato commander in chief, was among Nato commanders intensifying the pressure on Mr Milosevic by hitting more economic and industrial targets.

This would be aimed at undermining Mr Milosevic's hold on power, which he has cemented over the past decade by making sure that members of his inner-circle are both ministers and directors of powerful industries at the same time.

Their fates are bound together. Mr Milosevic's Socialist party and the Yugoslav Left, run by his wife Mira Markovic, in effect control much of Serbia's state-owned and private enterprises.

Another powerful individual is Milan Beko, a former minister of privatisation who ran the Zastava car

plant in Kragujevac.

Other powerful figures at the top run the Beopetrol chain of petrol outlets, the ubiquitous C-chain of food-stores, the Sardit steel plant in Smederevo and various pharmaceutical companies, including Galenika, recently owned by ICN Pharmaceuticals of Pasadena, California, but nationalised by the Serbian government.

Mr Milosevic's daughter Maja runs a popular radio station and has recently taken over a television station.

Dragan Tomic, speaker of the Serbian parliament, runs NIS Jugopetrol, which refines and distributes oil.

Officials from Nato countries have also been reluctant

to talk about any efforts to hunt down assets held abroad by the Serb economic elite. Robin Cook, the UK foreign minister, said last week that Mr Milosevic himself owned three villas in Greece.

Bankers have long maintained that billions of dollars were siphoned out of Belgrade when the former Yugoslavia broke apart in the early 1990s. Much of the money went first to Cyprus and was then dispersed.

Channels and destinations are said to have included Lebanon, Israel, South Africa and China.

## President looks to patriarchs

By Matja Vipotnik in Skopje, Neil Buckley in Brussels and Agencies

Slobodan Milosevic, Yugoslav president, said yesterday he saw Russia and the Russian Orthodox Church playing a key role in ending the Nato bombing of his country, reports Reuters in Belgrade.

"Russia will also contribute to establishing peace as soon as possible and to halting this aggression that is not grounded in single moral, legal or any other principle," Mr Milosevic said after meeting Russian Patriarch Alexy II at the Yugoslav president's Belgrade palace.

Mr Milosevic, whose meeting with the Russian Patriarch and Serbian Orthodox Patriarch Pavle was shown by Serbian television, said that Serbs welcomed Patriarch Alexy's visit "as an expression of the great solidarity

of the Russian people".

"We have known Patriarch Alexy for a long time. We know he is a great patriot. We also know he is a great fighter for peace... and his efforts to fight for peace must certainly yield results," said Mr Milosevic in one of his rare public appearances since the bombing began.

Mr Milosevic has had a tense relationship with the Serbian Orthodox Church. In February 1997, Patriarch Pavle led what turned into an anti-government demonstration through the streets of Belgrade.

The Russian Patriarch was meeting Belgrade to lend support to Serbia and further Russia's efforts to mediate a peace settlement in Kosovo almost a month into the bombing campaign by Nato over Belgrade's crackdown on Kosovo's ethnic Albanians.

"Something must have happened to these people," said Kris Janowski, spokesman for the United Nations

High Commissioner for Refugees in Geneva. "We presume [Yugoslav forces] must have gotten them off the road somehow."

The reports added to concern raised earlier by Nato that Serbian forces were rounding up as many as 850,000 refugees and preparing to drive them across the border in huge waves, with the aim of destabilising the recipient countries.

Concerns have also been raised over the phenomenon of missing ethnic Albanian men, estimated by Nato to number at least 100,000.

Nato yesterday accused Yugoslav forces of conducting a "safari campaign", shelling hillsides where refugees are hiding to drive them down onto the roads and out towards the borders.

Sadako Ogata, UN refugee chief, urged Nato countries and other states to step up their support for the humanitarian operation caring for refugees from Kosovo.

The Macedonian government

state media have rejected such accusations as anti-Serbian propaganda. Belgrade says the exodus of ethnic Albanians from Kosovo and devastation have been caused by punitive Nato air strikes.

"As yet, details of interviews cannot be verified on the ground," the KVM statement said. "Nevertheless, corroborating statements and other evidence indicate a high credibility factor in the vast majority of statements taken."

While acknowledging that details could not yet be confirmed on the ground, the KVM statement said corroborating accounts suggested deliberate, violent "ethnic cleansing" was the most prevalent human rights abuse reported.

"The perpetrators allegedly work in large groups consisting of VJ (Yugoslav army), MUP (Serbian military police) and/or paramilitary groups," the KVM statement said.

"In several cases, inter-

viewees were able to give

precise descriptions of the uniforms and insignia worn by these groups. A substantial number of perpetrators could be identified.

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## EUROPE

# Russia to default on Soviet-era bonds

By Arkady Ostrovsky and Stefan Wagstyl in London

Russia is set to default for the first time on its Soviet-era foreign currency bonds in a move aimed at husbanding resources to help it avoid renegeing on post-Soviet debt.

The Kremlin is gambling that the International Monetary Fund and western governments will see the action as necessary, if painful, step towards a comprehensive renegotiation of key elements of its \$140bn foreign debt.

Russia plans to miss the repayment of a \$1.5bn tranche of Soviet-era bonds, known as Minfin bonds, due next month, in order to avoid defaulting on dollar international bonds issued since the collapse of the Soviet Union. It plans to pay \$200m in interest falling due at the same time, but the default could still trigger cross-default on \$1bn total outstanding Minfin paper.

The government calculates that favouring newer creditors over old will help it to avoid damaging further its battered reputation in international capital markets.

The default on Minfin, held mainly by commercial banks and other private investors, would form part of a deal under negotiation with the Paris Club of sovereign creditors, among whom Germany is the biggest lender. Under a plan outlined by Siegfried Borggrafe, chief Paris Club negotiator for Germany, the Paris Club would be prepared to reschedule up to \$8bn (out of \$22bn Soviet-era debt owed

to western governments), on which payments have either been missed or which fall due in 1999 and 2000.

Any deal with the Paris Club depends on a prior agreement with the IMF, which is currently in Moscow discussing short-term financing. Mikhail Kasyanov, the first deputy finance minister, said yesterday that agreement with the IMF was expected by the end of this week. He hoped this would pave the way for a comprehensive deal with other sovereign creditors by June, he told the Financial Times.

Mr Borggrafe confirmed that the Soviet Union, as the Kremlin has asked. But Germany and the Paris Club

were prepared to re-negotiate \$8bn of Soviet-era debt, including \$3bn on which payments have already been missed.

A deal under which Russia would default on the Minfin bonds would meet an important Paris Club demand that western taxpayers alone should not carry the burden of refinancing Russia and that Wall Street should share the pain. Meanwhile, Russia could keep up payments on its post-Soviet debt, thereby keeping open the hope of future access to capital markets.

The proposed agreement will infuriate holders of Minfin bonds, which are traded in London. Yesterday, Standard & Poor's, the US rating agency, downgraded all \$1bn of Minfin bonds from CCC to CC.

## NEWS DIGEST

## REGIONS PROMISED MORE AUTONOMY

### Yeltsin snubs Primakov over regional relations

President Boris Yeltsin told Russia's regional governors yesterday that he was "ready to go into battle" to defend their powers – a further snub to Yevgeny Primakov, prime minister, who has been pushing for a strengthening of Moscow's authority.

During a meeting with regional leaders, Mr Yeltsin promised them more autonomy in exchange for their support. "I insist that the priority in all affairs should be with you, and not with the federal centre" he said.

Andrei Piontovskiy, director of the centre for Strategic Studies in Moscow, said: "Yeltsin announced that he is about to go into battle. The question is against whom? I think it is obvious that the answer is Primakov."

Relations have deteriorated recently between Mr Yeltsin and Mr Primakov, who is highly popular in Russia and enjoys the support of leftwing parties in the Duma, Russia's lower house of parliament. On Monday, Mr Yeltsin declared his support for a free media, which many took to be a shot at Mr Primakov's recent attempts to staff state media companies with former colleagues from the secret services. Charles Clover, Moscow

## CONSTITUTIONAL REFORM

### Blow to Swiss modernisation

Switzerland's chances of modernising its cumbersome system of direct democracy, which gives substantial powers to the country's small cantons, have receded following only a narrow vote in favour of a new constitution.

Switzerland has taken nearly 30 years to modernise the constitution, which was written more than a century ago. Although the new constitution breaks the link between the Swiss franc and gold and enshrines the right to strike, the main changes are in language rather than content. Drafters of the new constitution avoided controversial reforms, such as modernising the system of direct democracy, because these would have further delayed the project.

Although 59.2 per cent of Swiss voters supported last Sunday's referendum, it was nearly defeated by a failure to win the support of at least half the cantons. The majority of the opposition came from the small rural cantons of central Switzerland while the main cities all supported the new constitution. William Hall, Zurich

## EUROPEAN ANTITRUST RULES

### Fines reduced in cartel case

A European court yesterday backed a ruling by the European Commission that 12 chemical companies had taken part in a price-fixing cartel but reduced the fines for three of the participants.

The European Court of First Instance cut the fine for Elf Atochem of France from \$3.2m (\$3.4m) to \$2.6m, for Imperial Chemical Industries from \$2.5m to \$1.55m and for Société Artésienne de Vinyl (Sav), also of France, from \$400,000 to \$135,000.

The court confirmed the Commission's ruling that 12 companies had infringed antitrust rules in the early 1980s, but said it had exaggerated the market share of ICI and Elf in calculating their fines. Other fines, unaffected by yesterday's ruling, include \$2.5m for Italy's Enichem and \$2.2m for Germany's Huls. Michael Smith, Brussels

## SINGLE CURRENCY

### Shorter euro launch urged

Most European Union states want to cut the period allowing co-existence of national monies after the introduction of euro notes and coins on January 1 2002 from the six months originally envisaged, Yves-Thibault de Silguy, the commissioner for monetary affairs, said yesterday.

Giving evidence to the European Parliament's monetary sub-committee, Mr de Silguy said a "large majority" of states want the period of double circulation in the euro area reduced to "six to eight weeks". The aim would be to reduce costs and confusion. He said the European Commission would continue consultations aimed at reaching a consensus before September. Peter Norman, Brussels

# Barriers seen to banking mergers

By Tony Barber in Frankfurt

Fiscal, regulatory and cultural differences are likely to impede the emergence of a fully integrated banking sector in the euro-zone despite the impact of monetary union, the European Central Bank said yesterday.

In its monthly report for April, the ECB damped expectations of a wave of cross-border mergers and acquisitions in retail banking, saying it would be difficult to make cost savings and harmonise different national practices.

"By contrast with money market and many other wholesale banking activities, fiscal, legal and cultural aspects as well as divergences in the way business is conducted seem to perpetuate the segmentation of national markets for retail banking services," the ECB

said. "The mortgage market is a good example of this, as it continues to be subject to substantial national regulations, taxation, subsidies and administrative procedures.

The need to become familiar with conditions in national markets and the difficulty of developing standard pan-European banking products constitutes a barrier to cross-border activity."

The ECB estimated the number of banks and other credit institutions in the euro-zone at 8,249 at the start of April, compared with more than 11,200 in 1988. However, consolidation in the financial industry was related not only to the impact of monetary union and the European Union's single market, but to sharper global competition.

The ECB's report confirmed the impression of banking specialists who say that the euro's launch in

January has raised pressure for mergers and acquisitions within individual countries, notably in France, Italy and Spain, without triggering large cross-border deals.

"Cross-border mergers and acquisitions have so far been largely intended to facilitate expansion into specific market niches rather than the mass segment of the retail banking market," the ECB said.

"Since the cost savings from eliminating overlaps in the retail network are likely to be limited, and the managerial costs of integrating different structures and corporate cultures can be substantial, this type of operation – motivated by the desire to gain access to foreign retail markets – may remain scarce."

"Strategic alliances giving individual banks access to each other's distribution networks could provide an



Wim Duisenberg, president of ECB, which played down hopes for a fully integrated banking sector in the euro-zone

alternative way of expanding cross-border retail banking." It suggested that, if individual banking sectors were to be completely integrated, this would come about partly because of the spread of direct banking and changes in popular tastes.

Customers are increasingly

prefer products such as mutual funds, securities, pension funds and life

assurance policies to traditional bank deposits, it said.

# France, Italy urge pact for EU growth

By Robert Taylor, Employment Editor

The European Union must commit itself to an employment pact that would involve a 3 per cent annual economic growth target, as well as public investment in new technologies, new businesses and infrastructure projects, according to a memorandum drawn up by the French and Italian governments.

Copies of the document are circulating in Brussels and have been sent directly to both the German and UK governments. It is seen by officials as a rearguard

action against the UK, Germany and Spain, which want to concentrate on making EU labour markets more flexible rather than focus on a wider growth strategy.

Martine Aubry, the French labour minister, is backed by her Italian counterpart, Antonio Bassolino, on calling for a growth in real wages in line with productivity improvement. In their document, they argue a 1.5 per cent employment expansion would require a 3 per cent growth commitment and a 1.5 per cent rise in purchasing power and productivity.

However, Ms Aubry and

Mr Bassolino argue that economic growth alone will not be sufficient to reduce unemployment levels substantially. They believe it is necessary to avoid any unequal expansion that would marginalise the weak and unskilled. But the two ministers insist this will require "major social innovations" to deal with "unmet social needs".

"Market forces have been unable to bring these innovations into play," says their document. "It is up to the state in association with social partners and regional authorities to see these changes through to implementation."

In addition, France and Italy want to see reductions in indirect labour costs on low paid jobs, paid for through EU co-operation in establishing minimum tax rates on savings and corporate incomes.

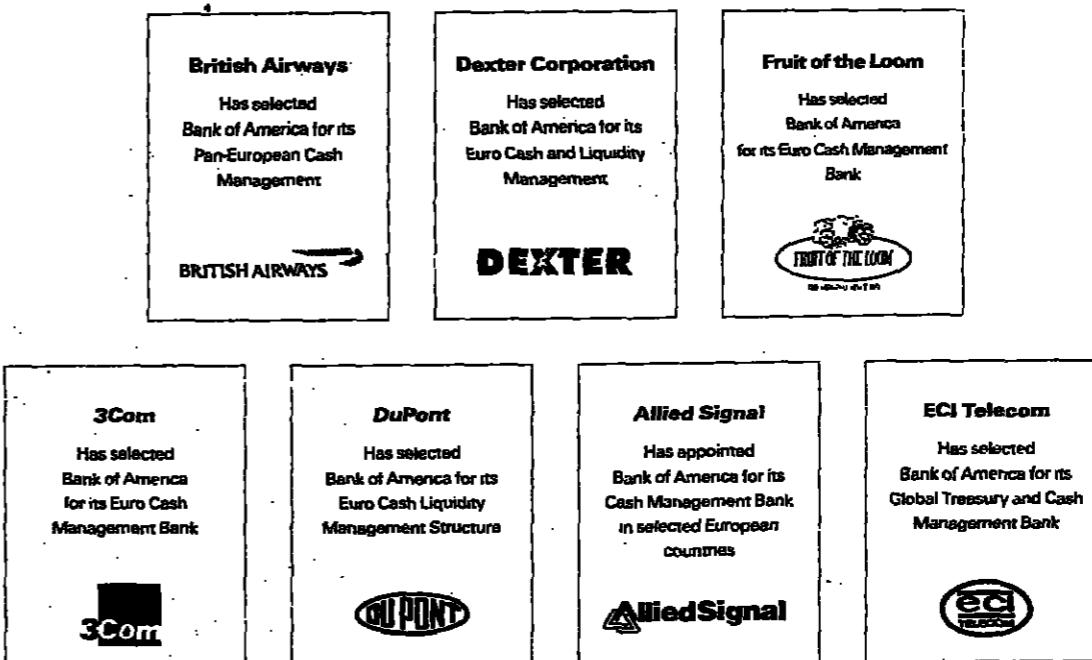
Mr Aubry and Mr Bassolino are determined that EU macro-economic policy initiatives should be more firmly integrated into employment strategies designed to deal with structural labour market problems. Mr Bassolino is due to meet UK ministers today to discuss this approach.

The Dutch government is also lobbying for separate employment guidelines in the EU that would create "appropriate and differentiated growth" in real wages.

In a memorandum to the European Commission, Klaas de Vries and Gerrit Zalm, Dutch social affairs and finance ministers, want EU states to report on their "domestic wage-cost growth in their national action plans on employment".

They want to include wage developments in the formation of broad economic guidelines in the EU to ensure they are "consistent with the goal of price stability and reflect the employment situation".

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## ASIA-PACIFIC

## Land auction boost for HK economy

By Louise Lucas in Hong Kong

Hong Kong's first land auction in 12 months attracted aggressive bidding yesterday. Three plots went for prices sharply higher than market expectations, boosting confidence in the territory.

The government, owner of the territory's undeveloped landbank, suspended land auctions last June as part of efforts to prop up the property sector, normally a pillar

of the economy. Falling prices reverberated through the territory last year, when the economy shrank 5.1 per cent.

Property prices have roughly halved from their peaks in late 1997, but recent demand for apartments and a fresh round of mortgage price wars among the banks suggest a new mood of optimism.

Healthy bidding yesterday appeared to support that view. The first plot, a residential site on the eastern part of Hong Kong island, went under the hammer for HK\$550m (US\$67m). Bidding opened at HK\$430m and the market was expecting around HK\$400m-HK\$500m. It was bought by Sino Land, the property developer controlled by Robert Ng.

While some analysts said the strong bidding and high prices reflected greater confidence in the property market – and in the economy as a whole – others were more circumspect. Nicholas Brooke, chairman of Brooke International, the property consultancy, said: "It is all a bit heady. This is what happens when you turn the tap off and on again" by stopping land sales.

Blue-chip developers, which did not enter the fray yesterday, were similarly concerned. Colin Lam, vice-chairman of Henderson Land, said that prices were on the high side and added that the company – like

most developers and buyers – did not want to see a sharp rise in residential prices.

Victor Li, chief executive of Cheung Kong, one of Hong Kong's biggest property developers, cautioned that high prices were not necessarily good for the territory's economy. But he said the auction results sent a positive signal.

In total, the three plots raised HK\$1.49bn, against market estimates of around HK\$1bn to HK\$1.3bn. "It's

certainly a great result for the government," said Mr Brooke. But the prices suggest developers were banking on an increase in property values of 30 to 40 per cent, a doubtful achievement in the present climate.

The auction failed to cheer the stock market, which fell sharply on share placement worries. But it has staged an impressive rally in recent weeks and has gained 32 per cent since lunar new year in mid-February.

## Japan expects to see yet another economic package

The question is: how big and just when will it come? Michiyo Nakamoto reports

Government bureaucrats deny it. Political leaders call the notion "a joke". But for a growing number of people it has become accepted wisdom that Japan will adopt another supplementary budget this year.

Tadashi Imai, head of Keidanren, the business federation, and Naoto Kan, leader of the opposition Democratic Party of Japan (DPJ), have recently that they expect the government to be forced to adopt further stimulus measures later this year.

"There is no question that there will be a supplementary budget," says Naoto Matsuzawa, investment strategist at Nomura Securities in Tokyo. "The question is how big it will be and when it will be announced."

Having adopted a record Y\$2.000bn (US\$7bn) budget just last month, and after injecting Y\$4.000bn in supplementary funds last November, Japan's political leaders may be forgiven for wanting to think the country does not need even more public funds to revitalise the economy.

Talk of another stimulus package costing the govern-

ment thousands of billions of yen will send jitters through the bond market and prompt an embarrassing downgrade of Japanese government debt.

"I have no intention of drawing up an extra budget," Kiichi Miyazawa, finance minister, has said repeatedly over the past several days.

In private, however, many politicians, including those in the Liberal Democratic party (LDP), are aware that the economy is unlikely to return to self-sustaining growth before the government's spending runs out.

Keizo Obuchi, the prime minister, is politically committed to delivering 0.5 per cent growth this year.

Yoshio Suzuki, an economist and member of the Liberal party, junior member of the ruling coalition, has indicated that government discussions on a supplementary budget can be expected by May or June.

What is more important, the prospect of higher unemployment likely to follow the recent acceleration of corporate restructuring adds to the pressure. Japan's unemployment rate is already at a record 4.6 per cent.



Obuchi (centre): Another extra budget may raise less applause AP

Mr Obuchi has his own reasons for wanting to increase spending. He is bound to come under pressure to return Japan to growth both at his meeting with President Bill Clinton early next month and at the Group of Seven summit in the summer.

In light of the grim forecast of negative 0.9 per cent growth by the Organisation for Economic Co-operation and Development and some even gloomier private forecasts, assurances by Mr Obuchi that the economy is on track for growth this year is unlikely to placate Japan's friends in the west.

Further, the prime minister faces an election in September for the LDP presi-

dency. His strongest rival, Koichi Kato, has started openly to criticise Mr Obuchi's policy, urging fundamental restructuring rather than the conventional boost to public works spending.

For Mr Obuchi, who has made no secret of his intention to extend his term beyond September, a supplementary budget may well be the only way he can ensure re-election.

The danger for Mr Obuchi is that the stock market could drop sharply as companies unwind their cross-shareholdings before closing their books for the half-year, said Mr Matsuzawa.

Traditionally, a high level of bankruptcies occurs in August, the month before

the end of the Japanese half-year. A supplementary budget in the summer would help cushion the pain.

Further, Mr Obuchi has been entertaining his old journalist friends and suggesting in private that he is looking to hold national elections this year, according to Takaaki Toshikawa, editor-in-chief of Tokyo Inside Line.

Elections for the lower house of the Diet do not need to be held before autumn next year, but earlier elections could work in favour of both Mr Obuchi and the LDP, the argument goes.

For one thing, the DPJ, the leading opposition party, has been damaged by the recent local elections in

## Indian central bank sets out reform plans

By Krishna Ghai in Bombay

banks record re-scheduled loans, and incentives to lend more venture capital.

Foreign portfolio investors will be permitted to hedge a greater proportion of their currency risk than at present.

Reviewing the state of the economy, Mr Jalan said growth last year was "somewhat lower than expected" at 5.8 per cent. Exports fell 2 per cent in dollar terms in the first 10 months.

Money supply (M3) grew by 17.8 per cent. Inflation was subdued at 5 per cent at the end of the year. Mr Jalan also took comfort from India's foreign exchange reserves up about Rs300bn (\$72m).

Mr Jalan said the Indian markets had taken the weekend fall of the coalition government – led by the Bharatiya Janata party (BJP) – in their stride and there was no cause for concern.

"We have not seen much turmoil in the financial markets. They are quite stable, though there are blips from time to time," he added. "We have not taken any special measures. This is normal routine policy."

Mr Jalan said the Reserve Bank of India would continue its efforts to strengthen the financial sector and support the flagging economy irrespective of events in the capital, where the opposition Congress party yesterday struggled to line up support for a new administration. "They are two different aspects of our national life," he said.

The LDP needs to build voter confidence in the economic outlook to ensure success in the national elections.

The growing view is that Mr Obuchi will unveil a supplementary budget in the late summer, extend his term and dissolve the lower house in September to hold national elections in October. But that scenario assumes relatively smooth sailing for the next five months at least. Deny it as it may, the LDP may not want to quash hopes of a supplementary budget just yet.

Mr Jalan said the market had been able to absorb last year's record government borrowing without a rise in interest rates. But he noted that 33 per cent of new borrowing now went to repay maturing debt, up from 11 per cent in 1992.

"Obviously, this process cannot go on indefinitely," he added.

maintain reasonable price stability during the year without taking recourse to monetary measures," he said.

India's paramount need

was to raise industrial

growth, which fell from 6.9

per cent to 3.9 per cent last

year, he said.

The Reserve Bank will target money supply growth of

15.16 per cent in the cur-

rent financial year. It will

adopt a multi-indicator

approach to setting inter-

est rates, and will use the cash

reserve ratio as its preferred

tool for adjusting liquidity.

The reforms outlined yes-

terday were cautious rather

than ground-breaking, with

a raft of technical initiatives

to improve liquidity in the

call and money markets, and

establish benchmarks in

government debt. Other

measures included modest

steps to tighten prudential

norms, changes to the way

## Kim attacks Korean Air over safety failures

By John Burton in Seoul

Kim Dae-jung, the South Korean president, yesterday called for a management change at Korean Air (KAL) as he criticised the national carrier for allegedly putting business expansion ahead of flight safety.

The crash last week of a KAL cargo aircraft at Shanghai was the sixth accident the airline has suffered in the past 18 months, including a passenger jet flying into a Guanyi hillside killing 226 in 1997 and several botched landings.

Delta Air Lines of the US and Air Canada suspended their code-sharing arrangements with KAL after the Shanghai crash. "This gives a fatal blow to KAL's credibility," said Mr Kim.

The president's remarks are expected to increase pressure on Cho Yang-ho, the KAL president, to resign. He is the eldest son of Cho Chong-hoon, the founder

and chairman of the Hanjin transport group, which bought KAL from the government in 1968.

The presidential statement marked an escalation in Mr Kim's criticism of the management by family owners of Korea's big conglomerates, or *chaebol*, amid suggestions that they should be replaced by professional executives.

Mr Kim is expected to meet the heads of Korea's five top *chaebol* on Monday to review their progress in restructuring and management reforms.

The government has warned it might take control of *chaebol* units through debt-for-equity swaps with nationalised banks and appoint new managers if reforms are slow.

"Using this as an opportunity, we must solve the problems related to family-run management," said Mr Kim, who blamed KAL's rigid and authoritarian management culture for low staff morale.

He told a cabinet meeting that a professional management team had to step forward that would give priority to protecting human life.

Mr Kim blamed the numerous accidents on a corporate emphasis on expanding routes instead of employing good engineers and pilots.

Analysts said an authoritarian cockpit culture fostered by military-trained captains and English language problems in communicating with international airports were the main causes of KAL's problems.

Workers at Daewoo Heavy Industry yesterday went on strike in a sign of escalating labour tensions over proposed job cuts amid record unemployment of nearly 9 per cent. The workers are members of the Korean Confederation of Trade Unions, which is launching a "spring offensive" against corporate restructuring that threatens jobs.

## Deflation recorded in NZ

By Terry Hall in Wellington

Prices in New Zealand fell by 0.1 per cent in the year to March, the first time since

1946 that the country recorded deflation over a 12-month period, Statistics New Zealand reported yesterday.

The figure is the same as that in Japan, with the world's lowest inflation.

The fall in the Consumer Price index was driven by a sharp fall in interest rates that followed a substantial easing in monetary policy last year by the Reserve Bank. On a quarterly basis prices fell by 0.3 per cent after dropping by 0.8 per cent in the December quarter.

Two successive quarters of deflation is also a first since 1946. The Reserve Bank, which predicted the fall, uses a different measure of inflation, which excludes credit and interest charges to manage monetary policy.

## Chinese growth remains robust

By James Harding in Shanghai

China yesterday reported strong but slowing economic growth of 8.3 per cent in the first quarter of 1999, compared with the same period a year before, as hefty government spending failed fully to offset the decline in foreign investment and exports.

The robust direct investment fell by 14.6 per cent in the first three months of this year to \$7.34bn, compared with the same period in 1998. It was announced yesterday.

Foreign direct investment

fell by 14.6 per cent in the first three months of this year to \$7.34bn, compared with the same period in 1998. It was announced yesterday.

Exports, which have not registered negative growth for 15 years, have fallen by 7.9 per cent year-on-year in the first quarter. Beijing said last week deflation was showing no sign of letting up after more than a year and a

half, as the retail price index fell by 3.2 per cent in March year-on-year.

The overall and still emerging impression is of a resilient economy in mixed health. Gross domestic product fell by 14.6 per cent in the first three months of this year, a rise of 8.3 per cent, the state statistical bureau said yesterday.

Zhu Rongji, China's prime minister, said on his tour of the US last week that he expected China to outstrip the 7.8 per cent growth achieved last year as well as the growth target of 7 per cent set by Beijing for 1999.

China's first-quarter growth, though, still represents a deceleration from the last quarter of 1998, when the Chinese economy grew by roughly 9 per cent, state statisticians said.

## Hubco clash closer to being resolved

By Farhan Bokhari in Islamabad

Pakistan's Hubco power company – locked in a two-year-old dispute with the government of Nawaz Sharif, the prime minister – has signed a "standstill agreement" with the government in the first significant sign that the dispute may be headed for resolution.

The two sides have agreed not to pursue further litigation, opting instead to resolve their dispute through negotiations.

The status of ongoing suits, such as the one filed by the state-owned Water and Power Development Authority (Wapda) against Hubco in a Pakistani court, and Hubco seeking arbitration through the International Chamber of Commerce in London, remains unclear.

Separately, officials confirmed that Lt-Gen Zulfiqar Ali Khan, chairman of Wapda, met Pakistan's other 18 private power generation companies in what may be the first of a series of talks aimed at resolving the tariff dispute.

Official said the two sides would seek ways to reach out-of-court settlements where possible, without comprising their respective positions.

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most developers and buyers did not want to see a sharp rise in residential prices.

Victor Li, chief executive of Cheung Kong, one of Hong Kong's biggest property developers, cautioned that high prices were not necessarily good for the territory's economy. But he said the auction results sent a positive signal.

In total

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The paramount  
need for India is  
to raise its  
industrial growth

WTO TALKS CHARGES OF FAILURE TO IMPLEMENT AGREED MEASURES AHEAD OF NEGOTIATIONS ON AGRICULTURAL TRADE

## Australia attacks EU and US over barriers

By Gavan Robinson in Sydney

Australia has launched a campaign against what it describes as backsliding by the European Union and the US in the lead up to World Trade Organisation agricultural trade negotiations.

An Australian government study claims that measures agreed in the last round of agricultural trade negotiations, concluded in 1994, resulted in "higher actual or potential barriers to trade than previously existed".

The report highlights Australia's strategy of targeting indirect as well as traditional forms of agricultural protection among large producing countries ahead of the coming round of WTO talks. It also focuses on issues such as genetically modified organisms, food safety mea-

sures and the role of state trading enterprises.

Tim Fischer, trade minister and deputy prime minister, said yesterday the EU had missed an opportunity for real reform of its Common Agricultural Policy at the Berlin summit last month. He said the Agenda 2000 reform package had damaged prospects for further reform in Europe.

"There is now likely to be further intervention and a renewed build-up of unwanted surpluses which will continue to be offloaded to world markets," he said.

Mr Fischer's remarks were reinforced by the Cairns Group of 15 farm exporting countries. As the founding member, Australia has helped shape the group's agenda, and would "continue to shield

EU producers from international market signals".

The Cairns Group, named after the Australian city where it was formed during the 1986-88 Uruguay Round of trade talks, includes developed countries - Australia, Canada and New Zea-

land - as well as emerging economies - Argentina, Brazil, Chile, Colombia, Fiji, Indonesia, Malaysia, Paraguay, Philippines, Thailand, Uruguay and South Africa.

The group is arguing for a multilateral WTO accord on liberalising farm markets in

world prices and the fact that the EU was the world's largest importer of food. Many of the EU's imports were bought from developing countries "much more favourable than those provided by Cairns countries".

Mr Fischer said the Cairns Group was ill-informed about EU farm policy.

the same way the Uruguay Round opened up markets for non-farm goods in the early 1990s.

The US, meanwhile, has also come under Australian fire over agricultural protectionism - notably its recent proposal to adopt quotas or tariffs on imports of Australian lamb. The US administration's International Trade Commission last month proposed a tariff of 20 per cent on all lamb imports above 1996 levels. The US is Australia's largest lamb export market.

Mark Vaile, Australia's agriculture minister, said Australia was concerned US policies were sending the "wrong signal" on reform. These included assistance to US farmers to ease the impact of falls in commodity prices.

## Taiwan trumps anti-dumping action by US

By Mark Dickie in Taipei

Taiwan Semiconductor Industry Association (TSIA), suggests Micron fears it will face overpowering competition if Taiwan succeeds in becoming as big a player in memory chips as Japan or South Korea. "I think that is the reason why Micron is raising a wall against our industry at such an early stage," he says.

Annual revenues from Taiwan's semiconductor industry is now exceed US\$6bn, up from just over US\$3bn in 1994. Its electronics industry now consumes more than US\$2bn of DRAM chips a year, accounting for 15 per cent of the world market and making the island a net chip importer.

TSIA says Micron controls 10 per cent of the Taiwanese market, and while the current case also cites US units

producing as both a producer and a market for computer chips - and also the growing willingness of Taiwanese companies to use anti-dumping procedures to guard their markets.

The government is investigating the complaint against Micron, which last year won a similar action against Taiwanese companies in the US and which has another case pending.

Taiwanese industry officials argue Micron was running so scared of their growing chip-making clout that it levied anti-dumping charges against them even as it dumped its own products on the island.

Micron officials dismiss the accusations, suggesting Taiwanese companies might be adopting attack as the best form of defence. "It could be seen as an attempt to avert attention from the fact that they do have a dumping decision against them," says Amy Kleiner, of Micron. "We intend to vigorously dispute any charge."

In a case brought by Micron, a batch of Taiwanese semiconductor companies were last year hit with punitive tariffs after being found by the US government to have dumped S-Rams, another kind of memory chip. A complaint involving alleged DRAM dumping is to be decided in August.

Hu Genda, president of the

of South Korea's Samsung and Hyundai Electronics. Micron is the main target.

Mr Hu acknowledges action against the US company would probably not have been taken if had not launched its suit against the Taiwanese, although he says there is "strong evidence" Micron dumped DRAMs.

An official of Taiwan's Board of Foreign Trade said complaints against Taiwanese far outnumbered those by the island's businesses - but noted local industries were becoming more willing to take anti-dumping action.

Taiwan recently slapped anti-dumping tariffs on steel products from Poland, Russia, India, and South Korea - a welcome sight for local steelmakers that have long suffered such punishment abroad.

## China pursues banking competition reforms

By James Harding in Shanghai

China yesterday announced the injection of Rmb10bn (\$1.2bn) into the first asset management company to handle the bad debts of a state bank.

The move is part of efforts by the Chinese financial sector to prepare for greater foreign competition as it pursues its campaign to join the World Trade Organisation.

Beijing is understood to be offering slow but potentially substantial liberalisation of its domestic banking market.

The full scale of China's offer for the financial sector is still unknown, but there are reports that Beijing has made significant concessions to allow foreign banks gradual access first to Chinese corporate borrowers and eventually to individual customers.

The state-owned International Finance News said yesterday: "Restrictions on foreign banks will be phased out after China joins the WTO... Foreign banks will compete with domestic

banks, capturing a bigger market share and attracting customers as a result of the more advanced management practices."

Under the latest concessions, foreign banks may be allowed to provide local currency-lending services to Chinese companies two years after WTO entry, and they would be able to serve individual customers after five years. China has yet to conclude a deal to join the WTO, but an agreement looks increasingly likely before the end of the year.

The possibility of foreign banks offering Chinese individuals a full range of consumer banking services will ratify China's state banks, which are buoyed by the high levels of Chinese savings deposits despite the weight of their bad debts.

China Construction Bank, one of the big four state commercial banks, yesterday offered details of how it planned to improve its balance sheet by repackaging and selling on bad debts through an asset management

## US tops economy rankings

By Frances Williams in Geneva

The US has maintained its commanding lead in the latest world competitiveness rankings compiled by the International Institute for Management Development.

With the exception of Singapore, most east Asian economies have slipped down the rankings as a result of the region's economic turnaround.

Norway, hit by falling oil revenues, was another loser.

Meanwhile, the collapsed Russian economy remains at the bottom of the competitiveness league.

IMD, the Lausanne-based international business school, defines competitiveness as the ability of a nation to maintain an environment that sustains the competitiveness of enterprises. The rankings, for 47 countries, are based on 287 criteria grouped into eight factors such as economic performance, research and development, infrastructure and openness to the outside world.

### World competitiveness Top 20

Country	1998 score	99 rank	98 rank
US	100.0	1	1
Singapore	78.7	2	2
Finland	74.9	3	5
Luxembourg	71.3	4	8
Netherlands	71.1	5	4
Switzerland	68.5	6	7
Hong Kong	63.0	7	3
Denmark	62.7	8	6
Germany	61.5	9	14
Canada	61.1	10	10
Ireland	61.0	11	11
Australia	60.9	12	15
Norway	60.9	13	6
Sweden	60.7	14	17
UK	60.5	15	12
Japan	60.2	16	18
Iceland	58.4	17	10
Taiwan	57.4	18	18
Austria	56.2	19	22
New Zealand	55.1	20	13

Source: IMD International

ers could significantly improve their competitiveness scores.

The *World Competitiveness Yearbook 1999*, SF\$800+, available June 1999 from IMD, PO Box 915, CH-1001 Lausanne, fax +41 21 618 0204, email [ucy@imd.ch](mailto:ucy@imd.ch), website <http://www.imd.ch/ucy.html>.

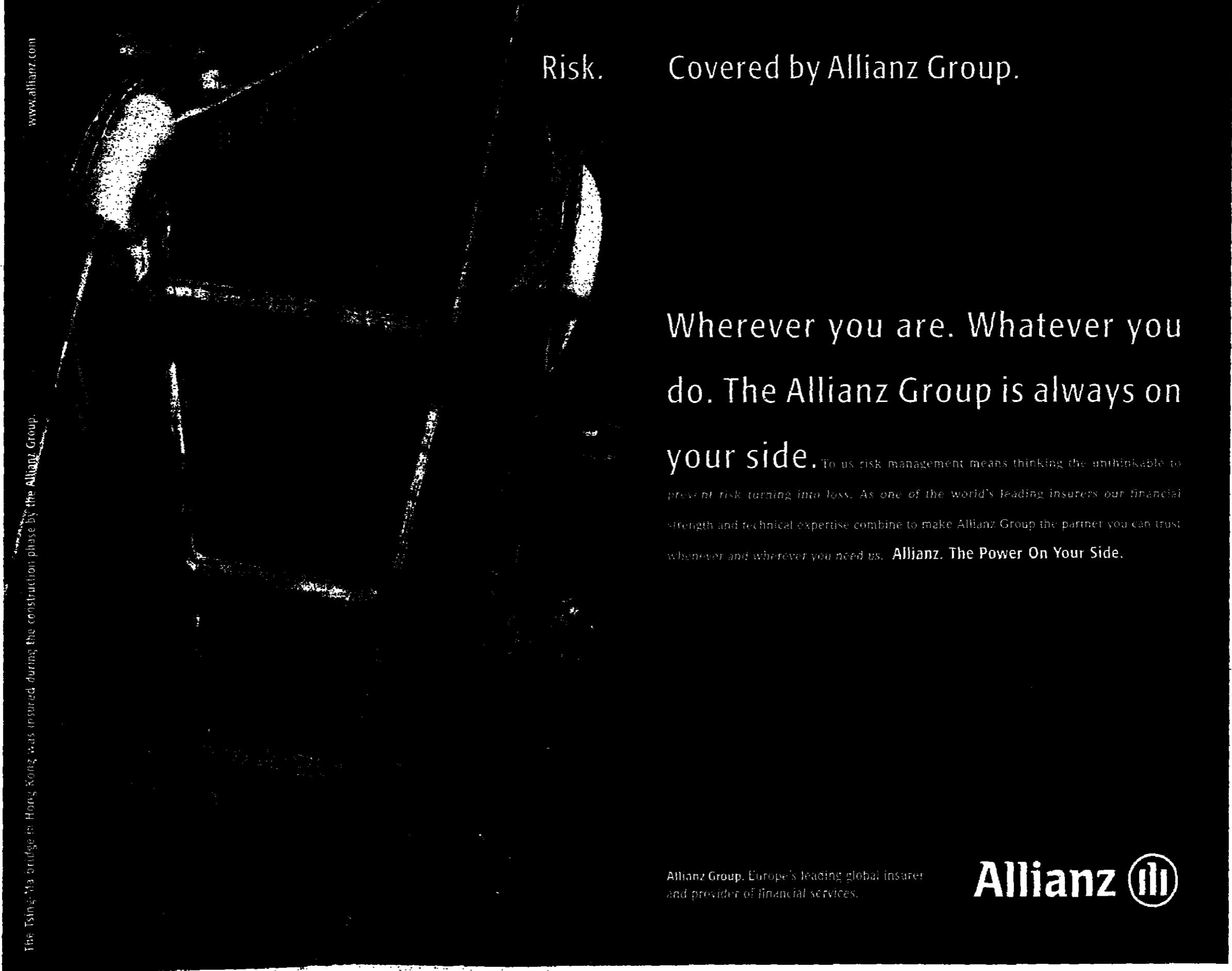
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## INTERNATIONAL

WORLD ECONOMIC OUTLOOK PROSPECTS FOR GLOBAL ECONOMY DEPEND ON WHETHER US GOES INTO GRADUAL OR ABRUPT DECLINE

# Slowdown in US is now inevitable, says the IMF

By Robert Chote, Economics Editor, in Washington

The 1990s have been a disappointing decade for the world economy. Thanks to two significant global slowdowns, growth in world output is likely to have averaged just 3.1 per cent a year, the IMF said yesterday, weaker than either the 1970s or the 1980s.

During this period, Japan has experienced a decline in economic activity unprecedented among major industrial countries in the post-war era. Much of Europe has suffered stubbornly high unemployment and persistently weak growth. And a succession of emerging market economies have fallen victim to painful financial crises.

"Although financial fragilities and policy shortcomings played important roles in the build-up to the recent emerging market crises, the unsatisfactory performance of Japan and much of western Europe since the early 1990s also contributed," the Fund said in its *World Economic Outlook*.

"Japan's large and growing surpluses of domestic saving over domestic investment not only meant that they were able to finance the persistent balance of payments deficit of the US, they also enabled global financial markets to channel large net capital flows into emerging markets."

These capital flows fuelled domestic overheating and widening current account deficits. They made emerging market economies

increasingly vulnerable to adverse external developments, including changes in cyclical conditions among the big industrial countries, fluctuations in the world's main exchange rates and shifts in investors' perceptions of and aversion to risk.

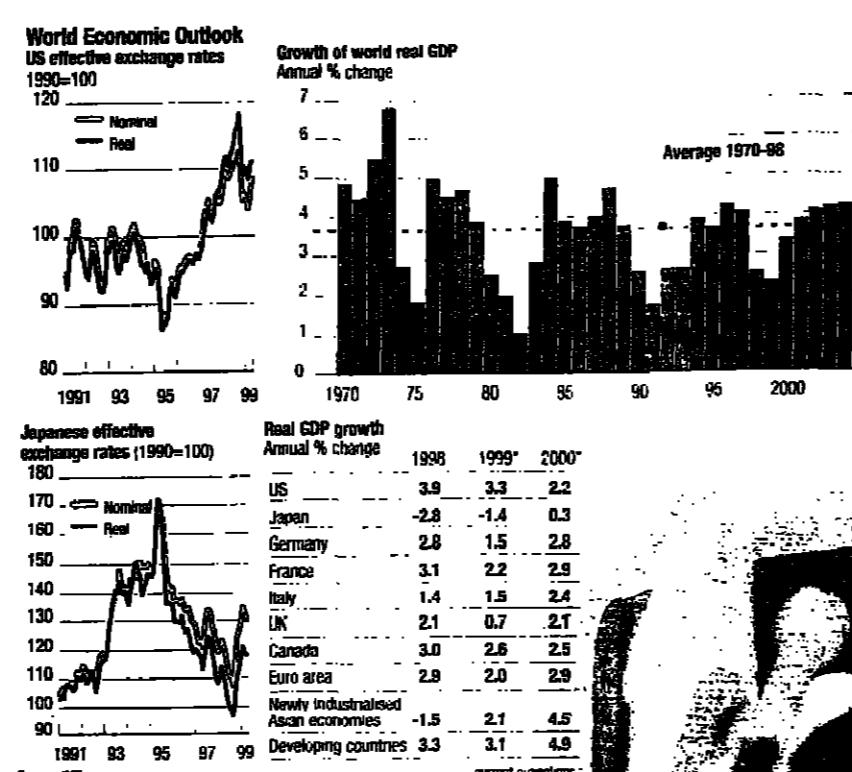
"Alone among the major countries and regions, only the US may be considered to have achieved a fully satisfactory economic performance in the 1990s, with a relatively shallow recession in 1990-91 having been followed by an unusually long economic expansion," the outlook said.

The Fund believes that some slowdown in the US economy is now inevitable. The outlook for the world economy depends on whether this deceleration is gradual and orderly or abrupt and disruptive. It also depends on the responses of policymakers and economic agents elsewhere.

"If the US economy were to slow significantly, which seems both likely and desirable at a relatively early stage, the European Union may be the only region of the world with both the scope to offset the consequences of the adverse external environment for its domestic economy and the potential to help the world avert a further broadening and deepening of the current slowdown," the Fund said.

With domestic demand growing by 5 per cent in 1998, US consumers and investors were responsible for almost half the growth in world demand last year.

Private sector optimism in the US has been fuelled by



## EMERGING MARKETS

# Optimism grows in wake of financial upheavals

By Robert Chote

year and interest rate policy needed to be "cautious to avoid fresh pressure on the exchange rate."

The collapse of Brazil's exchange rate peg had prompted sharp downgrades in growth prospects for Latin America since the Fund's last forecast in December. The Brazilian economy was expected to shrink by 3.8 per cent this year, with contractions also forecast for Argentina, Ecuador, Uruguay and Venezuela.

"The risks of further contagion as investors reassess their portfolios, as well as the economic adjustment already required by the adverse developments of 1997-98, call for stringent policy discipline, even in the face of weakening growth and a reinvigoration of reform efforts," the outlook warned.

But the Fund takes heart from what Michael Mussa, its chief economist, called a "remarkable" recovery in market confidence. He expects interest rates to be substantially lower in the second half of this year, with

Output in the Asian nations is expected to fall 1.1 per cent this year, compared to a 9.4 per cent decline in 1998.

Growth is then expected to rebound to 3 per cent in 2000. The Fund expects growth of 3 per cent in Thailand, 2 per cent in Malaysia, 2.5 per cent in Indonesia and 4.6 per cent in Korea.

"Progress toward economic recovery has been advanced by financial stabilisation, with strengthening exchange rates allowing monetary policies to be relaxed further; by supportive fiscal policies; and by improvements in confidence domestically and abroad," the World Economic Outlook said.

"However, to ensure that the nascent recoveries in the Asian crisis economies take hold and develop into a new period of sustainable growth, considerable further progress is needed with the structural reforms that have been initiated and are beginning to take effect," the outlook added.

Growth in China is expected to slow from 7.8 per cent last year to 6.6 per cent this year, before picking up again slightly to 7 per cent next year. But the Fund warned that there were significant downside risks which could affect the outlook for other countries in Asia.

"These risks arise from slowing external demand, financial sector weaknesses, concerns about cutbacks in external financing to Chinese companies following the failure of a major international trust and investment corporation, and past overbuilding and excess inventory accumulation," the outlook said.

The Fund said this indicated the need for reforms of the financial sector and state-owned enterprises. The substantial boost from fiscal policy would need to be reduced gradually from next

year again after almost a year of recession. Growth is expected to rebound to 3.7 per cent next year, with all Latin American countries recording increases in output.

Russia's economy is forecast to contract 7 per cent this year before stabilising in 2000.

"In the absence of coherent stabilisation and reform policies, however, there would remain a risk of high inflation and continued economic contraction; access to international financial markets would be unlikely to resume; and much of the progress tentatively achieved in some areas during 1997-98 would be lost."

Russia's problems have been exacerbated by falls in oil and other commodity prices. These are expected to remain weak, making life difficult for other commodity producers. Growth is expected to rise from 3.2 per cent this year to 5.1 per cent next year in Africa and from 2 to 3.3 per cent in the Middle East.

Mussa, the Fund's chief economist, said that the Netherlands, Ireland, the UK and Denmark demonstrated what could be achieved.

But at the same time macro-economic policy in Europe needed to accommodate the fall in structural unemployment that should result, rather than choking it off because of fears of inflation.

"The preconditions for accommodative monetary policy are satisfied at the present time: inflation has been reduced well below the 2 per cent ceiling of the target range in the euro area, and leading indicators of inflation are generally benign," the outlook said.

The Fund said this indicated the need for reforms of the financial sector and state-owned enterprises. The substantial boost from fiscal policy would need to be reduced gradually from next

EURO-ZONE AGGRESSIVE LABOUR MARKET CHANGES NEEDED TO TACKLE CHRONIC HIGH JOBLESS TOTAL

# Structural reforms 'could halve unemployment'

By Robert Chote

The European single currency zone should be able to halve its underlying unemployment rate over the next few years, if member countries pursue aggressive structural reforms and the European Central Bank runs a modestly expansionary monetary policy, the International Monetary Fund said yesterday.

The Fund said structural unemployment probably averaged 10 per cent of the workforce across the euro-zone, with the big economies of Italy, France and Germany a little below this level. "The ultimate objective of structural labour market reforms is to reduce the equilibrium rate of unemployment to more acceptable levels – say to around 5 per cent or lower," the World Economic Outlook said.

Cutting unemployment to this level would increase output and incomes in the euro-zone by about 4 per cent, which would also allow European governments to eliminate their structural budget deficits. "Alternatively, the resulting fiscal improvements could be used to reduce the average income tax rate or value added tax rate by substantial proportions," the Fund said.

With exchange rate adjustment ruled out within the euro-zone, the need for structural reform is all the more urgent. "What is less clear is whether Emu will provide sufficient incentive to governments to do this," the Fund said.

The Fund described European unemployment as a "major, chronic problem". It noted that labour market reforms have yet to tackle the roots of structural joblessness in many euro-zone countries, including the largest three. It warned that some proposed cures – including legislated reductions in working hours, as in France – would at best have little effect or even make things worse.

Sensible structural reforms include the elimination of market distortions, the removal of regulatory constraints between employers and employees, and measures to reintegrate unemployed and disenfranchised workers into the labour force. Michael

Mussa, the Fund's chief economist, said that the Netherlands, Ireland, the UK and Denmark demonstrated what could be achieved.

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Sensible structural reforms include the elimination of market distortions, the removal of regulatory constraints between employers and employees, and measures to reintegrate unemployed and disenfranchised workers into the labour force. Michael

ISRAELI CAMPAIGN NETANYAHU APPEARS TO BE PINNING HIS HOPES ON SECOND ROUND CALCULATIONS

# Likud despondent as polls predict Barak win

By Judy Dempsey in Jerusalem

With less than four weeks to Israel's parliamentary and premiership elections on May 17, the campaign remains one of the most lacklustre in recent history.

For whoever wins – the final run-off is expected to be between Benjamin Netanyahu, prime minister, and Ehud Barak, leader of the opposition Labour party and the left-of-centre One Israel coalition – Israel faces crucial decisions.

It will have to enter final status talks with the Palestinians, intended to establish Israel's border and reach a settlement over Jerusalem.

These issues should provide much excitement for Mr Netanyahu. Yet his Likud party is despondent. In-fighting among campaign managers continues. Slogans have little relevance. The prime minister seems flustered.

Mr Netanyahu was elected in May 1996, on the platform of providing peace with security. Then, half the voters were sceptical of the Oslo peace accord Labour signed in 1993 and frightened by the wave of subsequent suicide bombings by the Islamist Hamas movement.

Yet although there have been few bomb attacks since 1996, and even Shaul Mofaz, chief of staff, said this week that security co-operation

had improved with the Palestinians, Mr Netanyahu has saddled himself with a paradox. If Israel is more secure and security co-operation is better, why is he not proceeding with the peace process? His advisers decline to answer.

And even Mr Barak has not challenged Mr Netanyahu on the issue – which political analysts said he could easily do – and score political points.

The Likud camp realises it cannot escape the paradox, let alone explain why the master of spin seems to be losing his shine.

Opinion polls, far from reliable, are not helping morale in Likud. They predict that Mr Barak could beat Mr Netanyahu in a second round. Such a run-off, scheduled for June 1, is inevitable if Yitzhak Rabin, Centre party leader and former defence minister, stays in the race despite his own poor showing in the polls.

"I wonder is it all an act by Netanyahu to disarm his opponents, or are we seriously in trouble?" asked one of the prime minister's colleagues. "All I know is that if Netanyahu continues

the way he is, we will be beaten. I'm not kidding you." The prime minister won by just 30,000 votes in the 1996 elections.

"We have to rouse grassroots activists from their lethargy," said a Likud campaigner. "Look at Barak's people. They are young, energetic, motivated. We have no motivation, not even in Jerusalem, our territory."

It is not much better up north. The swaths of kibbutzim, Israeli Arab towns and new high-tech industrial parks are plastered with Likud posters and those of Azmi Bishara, Israel's first Arab to contest the premiership.

Down south, in the poor towns of the Negev, once the bastion of Likud, party supporters complain about how little Mr Netanyahu has done to ease unemployment which has risen two percentage points to 8.6 per cent since he was elected in May 1996.

Even slogans drawn up by Arthur Finkelstein, Mr Netanyahu's US spin doctor, are having little impact, described by one Likud supporter as being "out of sync with the mood".

Mr Finkelstein has resurrected themes of the 1996 campaign when Israel was bitterly divided by the peace process, traumatised by the

assassination of an Orthodox Jew of Yitzhak Rabin, former Labour prime minister, and demoralised by a wave of suicide bomb attacks on civilians.

The slogan says Mr Barak will divide Jerusalem, that he is good for Yassir Arafat, president of the Palestinian Authority, and that he will give away Israel to the Palestinians.

Yet, as political analysts keep insisting: do not write off Mr Netanyahu. His camp, they say, is banking on three factors to return him to power: Mr Mordechai, Mr Bishara and the Haredim, ultra-Orthodox Jews.

If Mr Mordechai stays in the race, the Labour and Likud vote will be split. In the second round, Likud activists believe Likudniks

who voted for Mr Mordechai could not ideologically vote for Mr Barak. They would be legally difficult to impose a global blacklist on such companies.

Presenting this year's Shell Report on its worldwide safety, environmental, ethical and social performance, Mr Moody-Stuart said the behaviour of contractors and suppliers posed problems for companies such as Shell, which last year cancelled 69 contracts because of what it called a failure to adhere to its ethical, health, safety or environmental policies.

Some Likud activists say Mr Netanyahu is waiting for the second round to unleash his real campaign. Others warn against such a strategy. "We have to get our campaign together now," said an adviser to Mr Netanyahu. "Nothing can be taken for granted. Anything can happen between now and May 17."

One joint venture in an unidentified country was also terminated because of ethical concerns.

Mr Moody-Stuart said Shell's policy was to terminate contracts or relationships if a company's activities in relation to our business was unethical.

He said unethical behaviour outside the relationship with Shell would not result in termination, if that were to be the case. "There are some big oil companies we couldn't be in partnership with."

# Shell says European suppliers 'unethical'

By Robert Corzine in London

Royal Dutch/Shell, the Anglo-Dutch oil group, says it would like to cut its worldwide links with several large European-based suppliers because of unethical behaviour, but is constrained from doing so for legal reasons.

The Fund said that concerted structural reform on a number of fronts would be necessary, backed up with a national consensus recognising their importance. Active labour market policies – such as training and job subsidies – could be helpful, as might incomes policies in some circumstances.

Structural rigidities help explain why increases in productivity and labour

have been reduced well below the 2 per cent ceiling of the target range in the euro area, and leading indicators of inflation are generally benign," the outlook said.

In which case the disappointing decade would come to a truly dismal end.

See Editorial Comment

civilian president in February, had made "remarkable progress" in recent months but that "having a democracy does not remove the problem." He also signalled that Shell expected to remain under pressure from residents of the Niger Delta, who he said had damaged Shell's installations to attract attention to their economic plight.

He rejected suggestions that Shell relied on third parties in places such as Nigeria to tackle tasks that it was not prepared to carry out itself.

As for Shell's social responsibilities in the oil-rich Niger Delta – where it is spending about \$35m a year on development projects – Mr Moody-Stuart said the scope of the development was beyond the means of one company. "It is impossible for Shell to meet the demand," he said.

Elsewhere, the report said three Shell employees were sacked last year for bribery, compared with 23 in 1997. Three more cases await a decision. It also said it had cut its emissions of greenhouse gases by five per cent on 1990 levels, and was on target to cut them by a further five per cent by 2002.

Mr Moody-Stuart said Shell remained committed to global sustainable development even though it is mainly focused on improving its poor financial performance. That Shell continued to report on its worldwide economic, environmental and social impact proved that commitment.

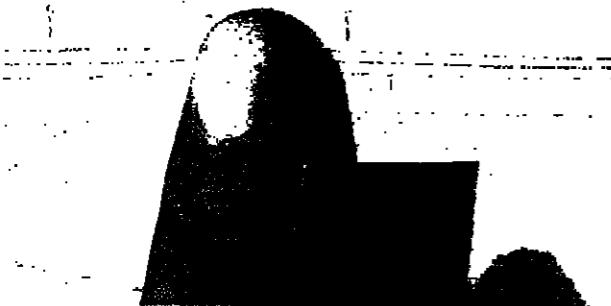
Total spending last year on what Shell calls "social investment" was \$32m. But it said the 18.1 per cent rise in such spending last year was in part due to improved data gathering and reflected a better knowledge of the contributions of their sub-subsidiaries around the world.

**X** Israel election



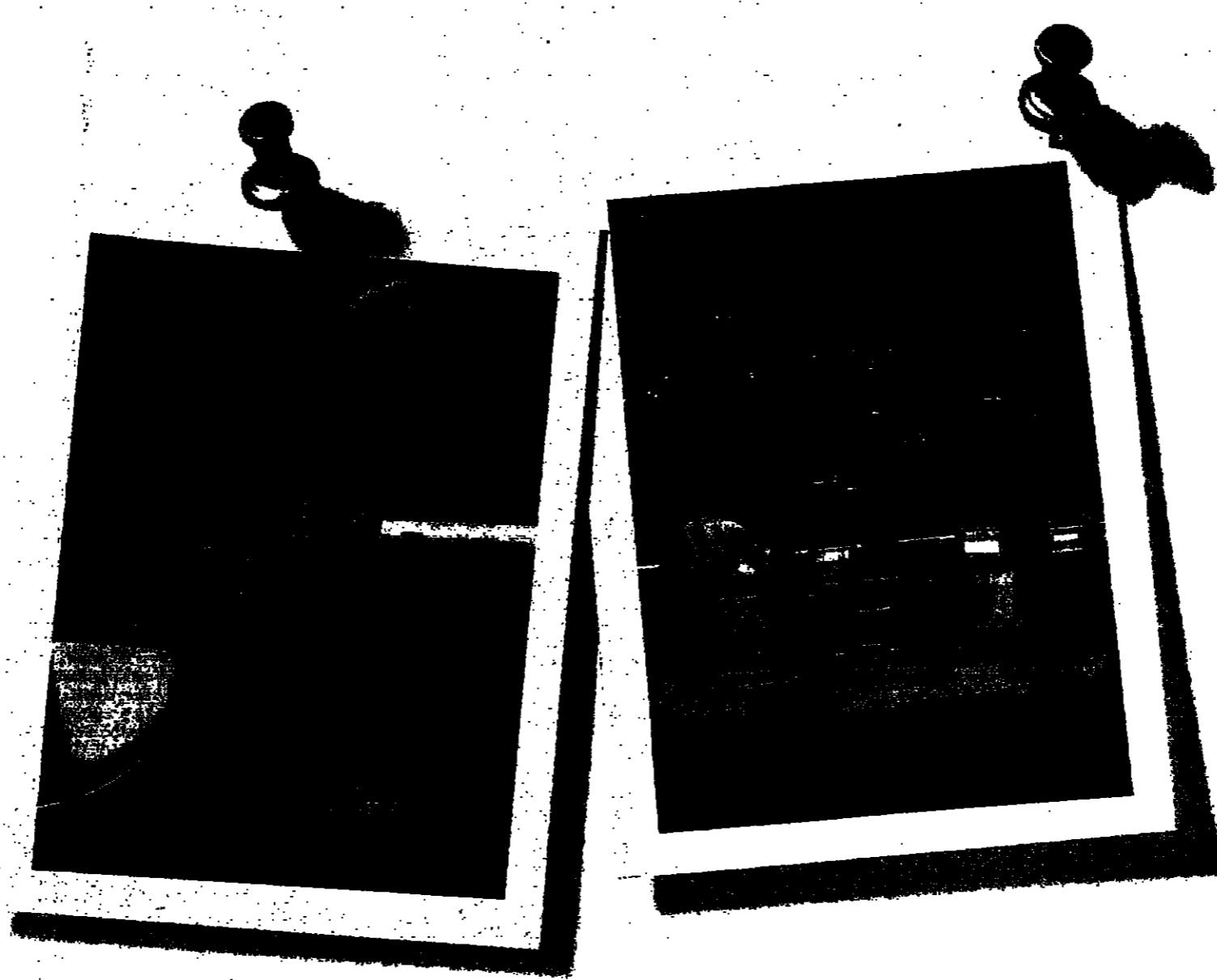
Netanyahu appears flustered and slogan seems out of touch

Barak failed to challenge Likud leader on peace 'paradox'



Netanyahu

Jan Neuteboom



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JAN NEUTEBOOM, Manager, Software Development

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## THE AMERICAS

MID-WEST CAMPAIGN VICE-PRESIDENT NO LONGER BASKS IN THE REFLECTED GLORY OF 'LONGEST PEACETIME EXPANSION IN HISTORY'

## Gore keen to break up his double act

By Gerard Baker in Washington

Four months ago, on the day President Bill Clinton was impeached by the House of Representatives, Al Gore led a rousing chorus of Democrats as they rallied to their leader's defence.

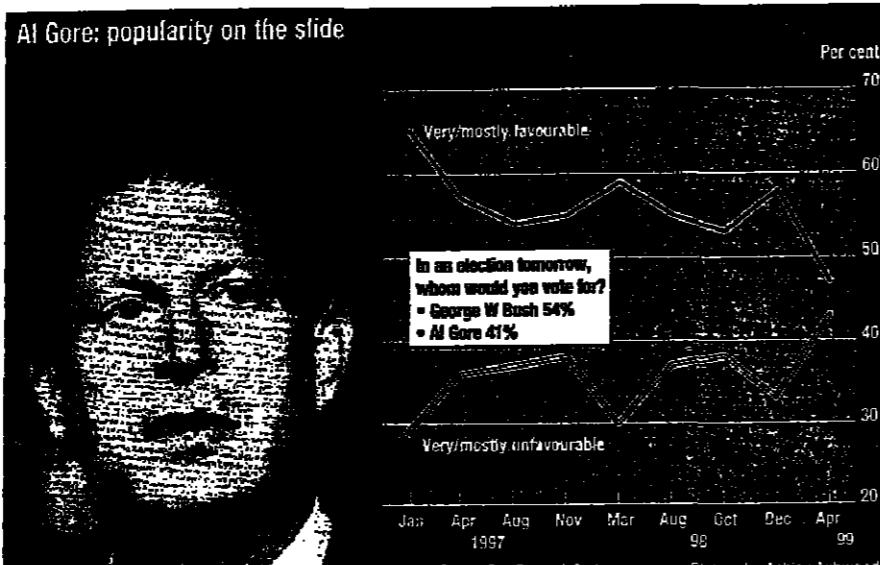
Mr Clinton, he said, would be remembered as "one of our greatest presidents". The vice-president was proud to have served under him.

The incident seemed a defining moment in Mr Gore's career. The doggedly loyal deputy, who had never flinched from supporting his boss, even in some dicey corners, was there again at the moment of his gravest crisis.

It seemed also to emphasise the unusually effective nature of the two men's relationship - closer to a double act than any administration in US history. And it also underlined what seemed to many to be the unspoken premise of the vice-president's own burgeoning campaign for the top job - that a Gore presidency would, in essence, be a continuation of the Clinton one.

But this week, on a campaign swing through the mid-west, and with his poll numbers sagging, Mr Gore's message looked somewhat different.

Al Gore: popularity on the slide



As he sympathised with victims of tornado damage in Ohio, chatted informally with senior citizens about healthcare in the Cincinnati suburbs and raised half a million dollars from Democratic luminaries in downtown Chicago, his sharp focus was on a Gore, not a Clinton presidency. Strikingly, in three back-to-back speeches he mentioned Mr Clinton by name only once - and that when he talked of jobs growth under the "Clinton-Gore" administration.

There was no basking in the reflected glory of the "longest peacetime expansion in history". Instead there were many references to the need to address the remaining problems. That is the emerging Gore mantra for the campaign now under way in earnest - producing a "revolution" in public education, improving access to healthcare, and creating a more "livable" environment.

Aides say the shift in emphasis does not represent a deliberate attempt by Mr Gore to distance himself from a dying presidency. But they acknowledge that Mr Gore needs to strike firmly now in his own direction. "He wants this campaign to be an affirmative one. There will be unique challenges in the future and he wants to make it clear it will be his administration," says Chris Lehane, Mr Gore's spokesman.

The vice-president's political strategists seem genuinely untroubled in this early phase by Mr Gore's

poor poll ratings. They say he faces the problems vice-presidents usually face at this stage - an inability to establish an independent identity. They take comfort, and lessons, from the experience of the last incumbent vice-president to run for the top job.

In 1987-88 George Bush was in a remarkably similar set of circumstances. His poll ratings were poor - they showed Mr Bush losing heavily to Gary Hart, the expected Democrat candidate. Mr Gore now trails George W. Bush, the favoured Republican candidate next year, and son of the former president, by up to 20 percentage points.

Mr Bush was under pressure in the Republican primaries from a senior party figure, Bob Dole. Mr Gore is beginning to feel the heat in the Democratic race from the steadily growing campaign of former senator Bill Bradley.

Mr Bush was derided as a "wimp". Mr Gore is "stiff". Mr Bush was attacked for having no vision. Mr Gore is accused of having no positive message for 2000 and beyond.

Mr Bush went on to win easily in 1988. But only after mounting a belated and bles-

teringly negative campaign against Michael Dukakis, a less than persuasive Democratic candidate.

The lesson, Mr Gore's advisers argue, is to stake out a positive message - and do it early. But there are pitfalls.

First, Kosovo is not only a potential quagmire for what remains of the Clinton-Gore administration, it also threatens to distract attention from Mr Gore's campaign. In his mid-west swing, Mr Gore was cautious on this tricky issue. He defended the deployment of US forces to the Balkans, but carefully acknowledged that "our choices were complex and difficult".

If Kosovo turns out to be a triumph for the administration, Mr Gore will be quick to claim some of the credit. But if it results in a prolonged and uncertain war, the vice-president has few good options.

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## Report to list lapses at N-weapon labs

The US Energy Department and its contractors showed a "lack of attention" to grave security risks at nuclear weapons laboratories despite nearly two decades of warning, congressional investigators were set to report yesterday. AP reports from Washington.

"Efforts to address security problems have languished for years without resolution or repercussions to those organisations responsible," the General Accounting Office concluded in testimony prepared for a House of Representatives commerce subcommittee hearing yesterday.

Congress' investigative agency said it had issued 32 reports since 1980 warning of lax security at the labs, and made nearly 50 recommendations that, it said, were mostly neglected.

"Managers and contractors have shown a lack of attention and/or priority to security matters," according to Victor Rezendes, director of the GAO division that studies energy and scientific issues.

The problems at the labs became an issue earlier this year when the Energy Department disclosed it had evidence indicating that China obtained information

about the most advanced nuclear warhead in the US arsenal and had used that information to develop its own smaller, more deliverable nuclear weapons.

An employee of the Los Alamos National Laboratory in New Mexico was dismissed, but no charges have been filed.

Mr Rezendes said the most serious problems that were not addressed by the department over the past two decades were:

• Ineffective controls over foreign visitors to the most sensitive Energy Department facilities. Counter-intelligence programmes "received little priority and attention";

• Weaknesses in efforts to control and protect classified and sensitive information. In one instance, a facility could not account for 10,000 classified documents;

• Lack of physical security such as fences, and security personnel who, through the years, have proved unable to demonstrate basic skills such as arresting intruders, shooting accurately or using handcuffs.

Bill Richardson, energy secretary, this week said the department was taking "very aggressive steps" to fix the problems cited by GAO.

## Jamaica defiant over tax unrest

By Canuta James in Kingston

Omar Davies, Jamaica's finance minister, says the government will not withdraw taxes he announced last week which have led to several days of violent protests in Kingston, the capital, and other towns.

Not all Mexican banks believe they need new capital. Banamex, Mexico's largest, is so confident about its strength it has launched its first share buyback, which would reduce 31bn pesos of net capital by 21bn pesos. Banorte is also considered well capitalised.

But bankers say the Mexican tycoons are not prepared to make acquisitions until there are tougher regulations and more transparency.

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To our valued customers, shareholders and partners:

Compaq became a leader through intense dedication to anticipating and exceeding the needs of its market. We are committed to re-energizing that dedication and wanted to share with you this message to all Compaq employees.

April 18, 1999

To the people of Compaq

Today, we announced that Compaq's Board of Directors formed an Office of the Chief Executive to guide the company until we complete the selection of a new CEO to replace Eckhard Pfeiffer, who resigned from the company. Fellow Directors Frank Doyle, Ted Enloe and I will constitute the newly formed Office of the Chief Executive. As acting CEO, I, along with Frank and Ted, will be deeply involved in the daily direction and operations of the company from the Houston headquarters.

Eckhard oversaw a period of stunning growth in Compaq's history. All of us who benefited from that growth owe him a debt of gratitude.

Our market strength and the fundamental correctness of Compaq's strategic direction are as clear to me today as at any time in our great history. However, we also face some challenging times, and have reached the stage where a change is appropriate for the company. All three of us will dedicate ourselves to helping Compaq realize its potential, transforming the industry once again.

We plan to accelerate the pace of the entire company. As a company engaged in transforming its industry for the Internet era, we must have the organizational ability to operate at Internet speed. We're going to increase efficiency at Compaq, delivering quick responses to business demands, promptly meeting the needs of every customer and keeping us well ahead of the market at all times. We must remain intimately connected to our markets and customers.

You are the best team anywhere in the industry. We are a world leader in personal computing, enterprise computing and Internet applications. I know that working together we will be able to make the right changes that will reinforce our industry leadership. We are determined to work with you to prove to every customer that this is the best company to serve their information technology needs. We will also confirm to our investors that Compaq remains a core holding in any portfolio.

The Board is working to select a new CEO. We have instructed our search firms to select a leader for a company on the frontier of change...a leader capable of managing at Internet speed, with the pace of change continuously accelerating.

I sincerely appreciate your tremendous efforts and dedication to Compaq. Together we can re-energize the company to seize every opportunity the future has to offer.

Regards,

*Ben Rosen*  
Ben Rosen  
Chairman & CEO

## BRITAIN

THE POUND REPORT SAYS DEFICIT COULD BALLOON AS TOP ECONOMIST URGES SINGLE CURRENCY MEMBERSHIP 'DESPITE DEFICIENCIES'

## IMF warning on strength of sterling

By Robert Chote, Richard Adams and Alan Beattie

The International Monetary Fund yesterday warned that the "dramatic" strength of sterling could lead to a ballooning current account deficit for the UK.

The prediction came in the latest edition of the IMF's *World Economic Outlook*, published yesterday, which forecast a deterioration in the UK's external position, made worse by the pro-

longed rise in sterling. The IMF forecast revises down its view of UK economic growth this year, from 0.9 per cent to 0.7 per cent, and expects further interest rate cuts by the Bank of England, the UK central bank.

The IMF said the dramatic appreciation in sterling over the past three years could on its own add more than £25bn (£30bn) to the UK's annual deficit.

The report came the same

day as a member of the Bank of England's monetary policy committee, which sets interest rates, called for sterling to join the European single currency despite the "flaws and deficiencies" in the way the European Central Bank was run.

Willem Buiter, an academic economist who sits as an independent member of the committee, criticised the ECB's failure to hold itself accountable by publishing the minutes and voting

records of its ruling council. "If this is not remedied, the quality of policymaking will be affected," Mr Buiter said. "This could threaten the entire survival of monetary union."

The ECB's lack of transparency could lead to the central bank losing political support if it is forced to make "unpopular decisions" over monetary policy.

Mr Buiter said if necessary the UK could act as a "one-man transparency

squad", publicising the ECB's monetary decision-making process, if sterling was a member.

"There is no statutory basis to the secrecy," Mr Buiter said. "If any council member can write down 17 names, they can reveal the vote."

In a paper entitled *Alice in Euroland*, Prof Buiter called for the size of the central bank's council to be reduced and for the ECB to be made explicitly responsible for

financial stability within the euro-zone.

Analysts said Mr Buiter and Bank colleagues were unlikely to be concerned by figures showing inflation rising above the government's target. City economists said the 0.3 percentage point rise in underlying inflation to 2.7 per cent was a result of excise duty increases on motor fuel and tobacco in the national Budget.

See Editorial Comment

## IT sector seeks an image upgrade to compete globally

Computer workers are no longer automatically seen as oddball science fiction fans, but there is still a way to go. Sathnam Sanghera reports

In the US, you are not a "serious contender" unless you are employing thousands, says Adam Twiss, half the brains behind Zeus, an internet software company started when he was a student at Cambridge University. "We are just eight people with big ideas."

Mr Twiss and Damian Reeves started Zeus four years ago. They are now in talks with US venture capitalists on the sale of a stake that will value the company at about £30m (£38m).

Zeus, which produces programs enabling companies to run web sites, could have a market capitalisation of around £200m by 2001 if its current growth rate continues. This will make its founders two of the richest young people in the country.

But Zeus is tiny when compared to Yahoo!, the US internet service provider started by two PhD students. It is now worth around £25m.

There is a big cultural and economic gap between the

US and the UK when it comes to IT, says Mr Twiss. "The level of computer literacy is a lot higher in the US, and in terms of the number of companies that universities have set up we lag behind our American counterparts."

He adds that the UK industry must think of more creative solutions and offer graduates bigger financial incentives before it can compete globally. "Microsoft has millions working for it," he notes.

Attracting graduates is difficult.

Commonly mocked as "nerds" or "geeks", IT workers have always had an image problem. But this perception is changing.

Computer science is the second most popular UK university degree subject. Applications increased this year by 21 per cent, and the number of people working in IT has increased by 10 per cent in each of the last two years. About 800,000 work in the sector.



Adam Twiss (left) and Damian Reeves, who are in talks with US venture capitalists that could value their company at \$30m. *Ashley Ahdoot*

The increasing popularity of IT is clearly apparent in Cambridge, where Microsoft has based its £25m European research centre in collaboration with the university. An elite of high-salaried graduates and super-rich entrepreneurs is emerging from what has become known as "silicon fen" – after the surrounding low-lying countryside, known as the fenlands.

Mr Twiss recognises that the image of Britain's IT sector is changing. "The internet is helping to popularise IT and will remove the 'anorak factor' from computers," he says. "It will eventually mean that technology will become cool."

Andrew McNeil, a computer science PhD student at Trinity College agrees. "The biggest problem is that computers are perceived as being impersonal and IT workers are seen as 'geekly', single men who like science fiction. But this stereotype will change as computers become more popular," he adds.

But the image will need to improve exponentially before the UK solves its massive IT skills shortage. Professor Kit Grindley, of the London School of Economics, has described the shortfall as "a national emergency" and recent research by the LSE and Computing newspaper said 85 per cent

of IT managers expect demands for IT skills to rise, regardless of any fluctuation in the economy.

"There has always been a skills shortage in the IT industry and there will always be. Trends show that this is the nature and pace of the industry," says Prof Grindley.

A big factor is the poor representation of women.

They make up around 25 per cent of the sector's workforce, down from 28 per cent in 1994. Professor Robin Milner, head of Cambridge University's computer laboratory, believes the problem is "probably a genetic thing that gets enhanced by peer group behaviour. Males seem to be naturally orientated towards things that buzz and click".

David Ainscough, an IT careers adviser at the university, sees another challenge for the future as persuading people with non-IT education backgrounds to opt for IT careers.

"There is a great pressure to go into management consultancy or investment banking," he says. "The industry tends to have a communication problem. In their literature and presentations, IT employers can very quickly fall into technical jargon which is off-putting for some students."

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## The Portfolio of Marketing Audits

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- ◆ ensure that your organisation is complying with all the key statutory requirements in each particular field
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## Blair to back trade union modernisation

By Robert Taylor,  
Employment Editor

Tony Blair, the prime minister, will acknowledge that trade unions have shed their image of being strike-prone and obstructive to change.

His endorsement of "new unionism" will come at a TUC conference next month on workplace partnerships between companies and unions.

Mr Blair writes in the introduction to a TUC report to be presented to the conference: "This important new initiative exemplifies the willingness of modern trade unions to seek common ground with employers, to co-operate to solve shared problems and to improve the lives of people at work."

Mr Blair has not gone out of his way to say anything enthusiastic about trade unions since coming to office two years ago. At a 1996 conference he even appeared to cast doubt on their willingness to change their old attitudes. But his support for the TUC's workplace partnership suggests Mr Blair accepts unions have a positive part to play in workplace modernisation.

The TUC's partnership ini-

tiative has also won enthusiastic backing from many big employers. Peter Sutherland, co-chairman of BP Amoco; Sir Peter Bonfield, British Telecommunications chief executive; Sir Peter Middlemass, Barclays chairman; Sir Ronald Hampel, ICI chairman; Ian Robinson, Scottish Power chief executive and David Green, United Utilities chief executive, have endorsed the scheme.

Mr Blair's report to the TUC highlights a number of case studies of successful company-union partnerships. These include Tesco, the retail chain; British Gas Trading; National Power; Unisys, the information technology services company; United Distillers; Legal and General and Alstom Gas Turbines.

John Monks, TUC general secretary, said the trade union commitment to partnership with companies reflects "a significant policy shift" that has taken place since Labour's election victory. He writes of "a balance between fairness and flexibility".

## TOURISM THE UK'S BEST-KNOWN ENTREPRENEUR PLANS TO OFFER FLIGHTS TO SPACE

## Virgin territory beckons Branson

Richard Branson, head of Virgin group, is boldly going where no UK entrepreneur has gone before. Robert Peston writes. The nation's best-known businessman is planning to offer flights to outer space and has registered Virgin Galactic Airways as a company.

Virgin has established a three-strong team to develop the space tourism business. The ambition is to offer flights, costing \$60,000, from 2007.

"Five years ago it would have been unthinkable to seriously discuss the subject of space tourism," Mr Branson said. "But now it is very hard to find anyone in

the aviation community who still refuses to take it seriously."

His vision is to offer a week's holiday for the well-heeled to live out their adolescent fantasies. In a fusion of the *Right Stuff* and *Star Trek*, vacationers would travel to a desert area where they would spend a week learning to use a space suit and coping with weightlessness.

They would then enjoy a two-hour space flight, during which they would "go into the darkness of space", see the earth's curvature and float around the cabin.

Market research indicates there are 200,000 people

willing to pay up to \$100,000 to experience space flight, according to Will Whitehorn, Virgin's director of communications. Most *space tourists* Captain Kirk's were in the US and Japan. "The Japanese seem particularly keen," he added.

Mr Whitehorn is part of the extra-terrestrial service development team, together with Peter Evans, operations director of Virgin Atlantic, and Roy Gardner, the airline's engineering chief executive.

They are travelling around North America looking at private schemes developing a reusable rocket. "There are about a dozen projects we

## NEWS DIGEST

## SCOTLAND

## Kyaerner to meet Swan Hunter over shipyard sale

Swan Hunter, the Dutch-owned shipyard in north-east England, said yesterday it was working on a scheme to buy the Govan yard in Scotland, put up for sale last week by Kyaerner. It expects to meet the Anglo-Norwegian company in the next two days. Norman Bushell, Swan Hunter's commercial director, said his plan was to buy Kyaerner Govan, in the city of Glasgow, as part of a consortium of three Dutch and two British companies, which he did not identify. It would use Govan to build ships and "surround it with other activities that complement our operation" in the north-east. Jaap Kroese, the Netherlands businessman who bought Swan Hunter in 1995, and other Swan Hunter executives last week met the taskforce set up by the UK government to try to find a buyer for both Kyaerner Govan and the Kyaerner Energy engineering plant. He would not say how many of the 1,200 jobs at Govan were likely to be saved. Swan Hunter has qualified as a potential bidder for Ministry of Defence contracts for two new landing ships.

The taskforce has met executives of British Aerospace, which is in the process of buying the shipbuilding interests of GEC. But BAE is not thought to be interested in buying Govan. James Buxton, Edinburgh

## MODIFIED FOODS

## Science chief urges caution

Sir Robert May, the UK chief scientific adviser, yesterday warned MPs that the development of genetically modified agriculture should not be left to commercial interests alone. "I do not believe that what is good for Monsanto is good for the world," he said in evidence to the environmental audit committee. GM crops potentially offer environmental benefits and increased crop yields. But harnessing the technology for the benefit of the environment or developing countries would always offer immediate commercial rewards, he said. It was crucial for the UK to remain a leading player if it was to influence the international development of GM technology. Sir Robert was also confident about the UK regulatory process. "I don't worry about our regulatory regime, which is as good as any I know," he said. He added that the industry was as concerned as the government about safety. "Their economic interests must surely not to violate safety concerns," he said. Vanessa Houlder, London

## BBC

## US venture exceeds targets

BBC America, launched a year ago as part of the BBC's \$565m joint venture with Discovery Communications, the US cable television company, has exceeded targets and is now available to 8m US homes, it was announced yesterday. The BBC said its US channel, which shows BBC entertainment and drama, was received by 4m more US homes than expected. The BBC also estimated that it and its US partner had spent \$55m – 10 to 15 per cent more than planned – on joint programming. Discovery invested \$100m in BBC America and \$165m in other joint venture channels around the world. John Hendricks – founder, chairman and chief executive officer of Discovery – warned that television companies must "think globally" but "act locally". He said TV programming "has to represent the interests of particular markets as opposed to the 'global cultural impact' of Hollywood.

Discovery and the BBC said their joint venture channels were now distributed to 74.4m homes around the world. The BBC has benefited from the venture by gaining more revenue from the broader distribution of programmes around the world, as well as cash from advertising on the new channels. Cathy Newman, London

## CONSERVATIVE PARTY

## Limits placed on free market

William Hague, leader of the opposition Conservative party, last night fleshed out his concept of "caring Conservatism" and made clear that he had ditched the idea that the state health service and education system should be reconstructed according to free market principles. Mr Hague also committed the party to leading the disparate groups opposed to sterling's membership of the European single currency.

Mr Hague was speaking at a dinner marking the 20th anniversary of Margaret Thatcher's 1979 national election victory, which marked the dawn of a decade of sweeping market liberalisation. "It is a great mistake to think that all Conservatives have to offer is solutions based on free markets," Mr Hague said. Instead the party should champion "a real transfer of power away from [government departments in] Whitehall to schools and hospitals, patients and parents". Robert Peston, London

## ART AUCTION

## School sells Gainsborough

One of Gainsborough's most important portraits, of the Byam family, is to be auctioned at Christie's in London on June 10. It could sell for £25m (\$38m), easily a record for a work by the 18th century British artist. The painting is being sold by Marlborough College, a top private school, which received it as a gift in 1955 from a descendant of the Byam family who lived in the town, in south-west England. The cost of insuring, securing and maintaining the painting is high and the school is to use the money from the sale to build an arts performance centre and swimming pool. Marlborough was keen that the painting should be acquired by a public collection in the UK. Some galleries expressed an interest but the price was too high. Anthony Thornecroft, London

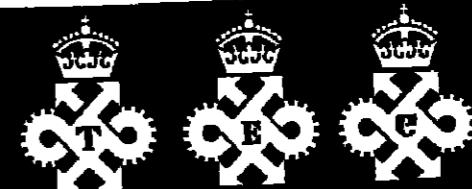
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FINANCIAL TIMES  
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# THE QUEEN'S AWARDS

WEDNESDAY APRIL 21 1999



## Competition in for a shake-up

The service sector is likely to be targeted as a new source of entries in a review of the scheme now taking place, says Kevin Brown

If the Queen's Awards was a company, it would be ripe for a hostile takeover. After 33 years, the scheme is clearly in need of a dramatic shake-up. Fortunately, that is precisely what it is about to get.

There were just 765 applications for awards this year, down more than a third on last year, and nearly 1,000 below the level two years ago. Only 101 were successful, down nearly a quarter on 1988 and 42 per cent from the 1990 record of 175.

While the wide range of winners, and the high quality and innovative nature of their products, demonstrates the continuing strength of UK exports, the level of applications was at an all-time low and the number of awards is the lowest since 1975. That is not all. The number of small companies applying is rising, and the number of big ones falling.

No-one really knows why this is happening, but the results are clear: 70 per cent of awards have gone to companies with fewer than 200 employees, and Britain's biggest big companies are noticeable mainly by their absence.

British Aerospace's Airbus operations are there, along with several subsidiaries of companies, such as Zeneca Agrochemicals, Glaxo Research and Development, Alstom Energy, and Pilkington Micronics. But there are no car companies this year, and few household names with the possible exception of the Financial Times, which wins an award for

export achievement on the back of rising overseas sales.

Within the overall figures, another discouraging development. Although the biggest decline is in applica-

tions for the export award, down from 1,300 two years ago to 520, interest in the technology and environmental awards is also falling.

Only 163 companies applied for the technology award, compared with 386 nine years ago. And the environmental award, introduced in 1983 to rekindle interest in the scheme, attracted only 82 applications, compared with 240 in its first year.

The number of awards in the two sections has collapsed, too, suggesting that quality remains a problem. Only 14 companies get the technology award this year, compared with 49 in 1980.

Five win the environmental award, up one on last year, but down from 12 in 1983.

It is not clear why so many companies have lost interest in the scheme. Some mentioned the high level of sterling in their applications, others referred to difficulties in overseas markets.

To win the export award, companies must demonstrate a "substantial and sustained increase in export earnings over three consecutive 12-month periods."

Officials insist that the quality of applications remains high. But it is clearly getting easier to win what was once Britain's most prestigious award to date.

Companies applying this year had a 13.2 per cent chance of success, double the prospects of applicants in 1978, the peak year for applications, when 1,860 companies sought the award

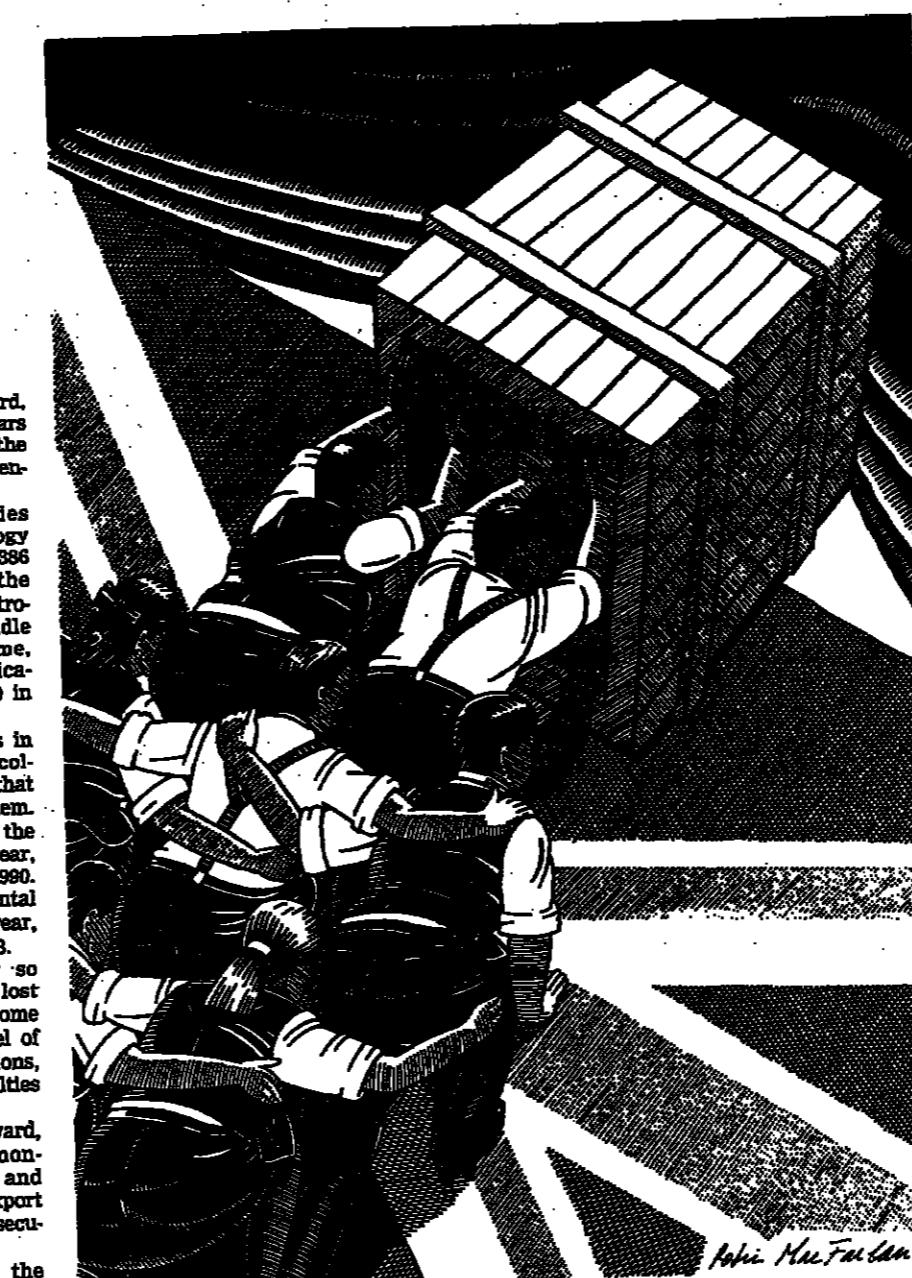


Photo: MacFarlane

and only 124 received it.

The success rate this year was higher than at any time since 1981, and well above the average level for the first two decades of the award.

Against this background, it would be hard to argue that the awards system is not in crisis. The numbers illustrate why Tony Blair,

the prime minister, decided

in December that a thoroughgoing review was essential. Consultation on the review, the first for 24 years, closed this month. The inquiry committee, chaired by the Prince of Wales, is expected to report in time for fundamental changes in the scheme next year.

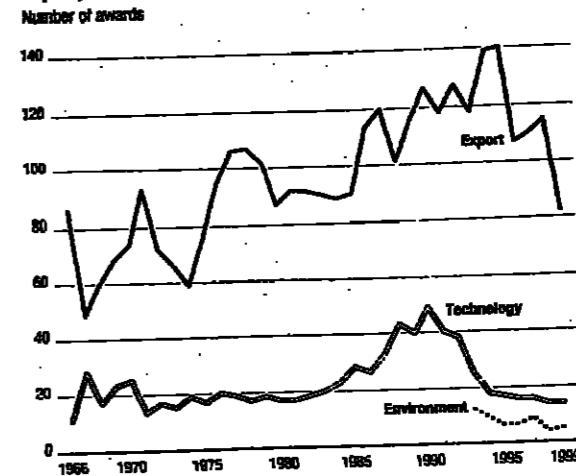
Officials say it is too early

to speculate on the committee's recommendations, but it is known to be considering broadening the awards, changing the name – only the royal reference is sacrosanct – and raising the consumer profile.

The export award is likely

to be changed to attract

Export, technology and environment awards



Source: Queen's Award Office

more applications from services companies in sectors such as tourism and banking, perhaps by relaxing rules on qualifying exports.

Another idea is a higher profile awards ceremony instead of the existing presentation by county lords lieutenant. The committee is also considering retaining an export award for smaller businesses along largely unchanged lines, while introducing an award based on global market share for larger businesses.

There will be changes to the technology and environmental awards, too. Both are likely to be broadened to include, for example, process innovation and environmental management alongside new products. The applications process is also being reviewed to see if it can be simplified.

It is not all gloom and doom. The awards for technological achievement suggest that Britain remains capable of outstanding innovation – one of the key objectives of the trade and industry department's competitiveness White Paper, published last year.

Notable award winners include Brunton's Propellers, of Clacton-on-Sea, for the development of an automatic variable pitch marine

propeller which alters its settings to suit the operating conditions of the vessel on which it is mounted.

The Technology Partnership, of Royston, Hertfordshire, gets the award for its development of a system that can detect dangerous bacteria such as e-coli and cryptosporidium in minutes rather than the days required by testing equipment currently available.

Digital Engineering, a Belfast manufacturer of ancillary telecoms equipment, is one of only two companies to win awards in the technology and export categories. The other is Snell & Wilcox, of Petersfield, Hampshire, which makes broadcasting and telecom equipment.

There is a range of winners from around the UK, including 12 from Scotland, four from Northern Ireland and four from Wales. In England, there is a notable concentration of awards in the three southern counties of Hampshire, Dorset and Wiltshire, which clock up 12 between them.

At the present rate of decline, however, applications for the awards would have virtually disappeared not far into the millennium – hardly the message Mr Blair's government wants to send to the world.

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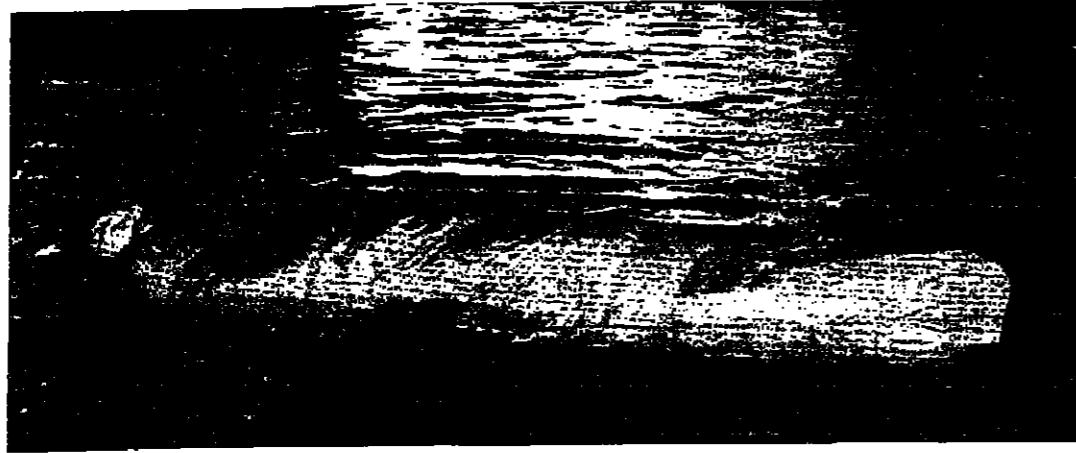
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## THE QUEEN'S AWARDS FOR INDUSTRY 1999 2

## THE QUEEN'S AWARDS FOR EXPORT ACHIEVEMENT



Left to right: Nick Brown, managing director of Niloxax, demonstrates waterproofing on a sleeping bag; Pritchitt Foods' ice cream; and Access7 system hardware from Hewlett-Packard's telecoms division in Scotland

Name	Location	Goods and services exported	Name	Location	Goods and services exported
Aggreko UK - Manufacturing	Dumbarton, West Dunbartonshire, Scotland	Generators and oil free air compressors	Holton Machinery	Bournemouth	Holton Conform continuous rotary extrusion machines
Alkos Healthcare Group	St Albans, Hertfordshire	International healthcare consultancy and contract services	John Horstall & Sons (Gretland)	Halifax, Calderdale	Airline blankets
Allen & Overy	London EC4	Legal services	Huthwaite International	Rothesham	Sales and management training consultancy
Scardon & Adams (Adhesives)	Milton Keynes	Hot melt adhesives	Hydrovision	Dyce, Aberdeen, Scotland	Underwater remotely operated vehicles
Belleek Pottery	Belleek, County Fermanagh, Northern Ireland	Parian china giftware	IAI International	Brixworth, Northamptonshire	Investment management
British Aerospace Airbus	Filton, Bristol	Airbus airliner wing design and manufacture	Ilmor Engineering	London EC4	CART and Formula One Mercedes-Benz racing engines
BUPA International	Brighton, Brighton & Hove	Private medical insurance	Innovative Technology	Oldham	Banknote validation equipment
CRP Print & Packaging	Corby, Northamptonshire	Flexographic printing of packaging items	Innovative Tooling Solutions, a division of Forth Tool and Valve	Glenrothes, Fife, Scotland	Specialised machine tooling for controlled boring operations
Cambrian Consultants	Usk, Monmouthshire, Wales	Geoscience, engineering, training and software expertise to the oil and gas industry	London City Airport	London E16	Airport services
Cambridge Pharma Consultancy	Cambridge, Cambridgeshire	International management consultancy to the pharmaceutical industry	Lowe Refrigeration Company	Cardiff, Castell Coch, Northern Ireland	Rental and sale of refrigerated display and storage equipment
Caterpillar (UK) (Telehandler Division)	Desford, Leicestershire	Telehandlers	M4 Data	Wells, Somerset	Data storage devices
H Charwelton & Co t/a The Charlesworth Group	Huddersfield, Kirklees	Typesetting and printing of scientific journals	The Macallan Distillers	Craigellachie, Moray, Scotland	Highland malt Scotch whisky
Colortrac	Huntingdon, Cambridgeshire	Large format digital colour scanners	MacDuff Shellfish (Scotland)	MacDuff, Aberdeenshire, Scotland	Fresh and frozen shellfish
Comgraphics International	Glenrothes, Fife, Scotland	Photomasks for the semiconductor industry	McCormick Europe, Condiment Division	Paisley, Renfrewshire, Scotland	Condiments and seasonings
Corney & Barrow (Broker Services)	London EC1	Fine and rare wines	Motorola GSM Systems Division	Swindon	Cellular radio telephone equipment
Crambent Allen Publishing	Craven Arms, Shropshire	Technical periodicals	Owen Mumford Medical Division	Woodstock, Oxfordshire	Sterile medical disposables for capillary blood sampling and delivery systems for self-administration of injectable pharmaceuticals
Crystax	Wantage, Oxfordshire	Crystal growth equipment	Niloxax	Wadhurst, East Sussex	Waterproofing preparations for footwear, clothing, outdoor and equestrian equipment
Data Connection	Ermeid, Greater London	Communications and networking software products and software engineering services	Norton Rose	London EC3	Legal services
Digital Engineering	Mallusk, Belfast, Northern Ireland	Apparatus for developing and testing of telecommunications equipment	Partridge Firms, a division of HIV	Bristol	Natural history films
Dorset Cereals	Dorchester, Dorset	Breakfast cereals	Penny & Giles Drives Technology	Christchurch, Dorset	Electronic motor controllers for invalid wheelchairs and electric scooters
Druck	Groby, Leicestershire	Electronic pressure measurement devices, pressure calibrators and aircraft ground support equipment	Pilkington Micronics	Deeside, Flintshire, Wales	Processed glass for data storage and display
Durham Associates Group	Castle Eden, County Durham	Training in business administration	UK Pritchitt & Co, t/a Pritchitt Foods	London NW1	Pharmaceutical processing equipment, high containment and product protection systems for pharmaceuticals
Dytech Corporation	Sheffield	Catalysts and ceramic materials	Rig Design Services	Bromley, Greater London	Dairy and dairy alternative products
Edinburgh Business School	Edinburgh, Scotland	MBA distance learning courses	Scherer DDS, Zydis Division	Swindon	Engineering and design services
Element Communications	Shrewsbury, Shropshire	Sale of books and intellectual rights	ScIMAT	Swindon	Fast-dispersing tablets for prescription pharmaceuticals
Emar Services	Aberdeen, Scotland	Design, manufacture and rental of offfield equipment	Sea Air & Land Forwarding	London NW10	Battery separator components and filtration products
Equity	London SE1	Zefafax corporate fax software	Snell & Wilcox	Petersfield, Hampshire	General merchandising and freight forwarding
EuroFinance Conferences	London EC3	Conference, exhibition and training course organisers in international cash and treasury management	Software 2000	Sandford-on-Thames, Oxfordshire	Equipment to broadcast television studios, multimedia and telecommunications
Euromoney Publications	London EC4	Financial publishers and conference organisers	Specialist Refractory Services	Yateley, Hampshire	Computer software
Evans & Sutherland Computer	Horsham, West Sussex	Visual flight simulators	Stannah Stairlifts	Riddings, Derbyshire	Underwater acoustic navigation positioning and telemetry equipment
Financial Times	London SE1	Newspaper publishing and advertising	Charles F. Stead & Co	Andover, Hampshire	Refractory mould materials
Fine Fragrances & Cosmetics	Hampton, Richmond-upon-Thames, Greater London	Tolleries and cosmetics	Switzer	Leeds	Electrically powered stairlifts
GAC (UK)	Cwmbran, Torfaen, Wales	Aerosols for parties, celebrations and decoration	Technical Absorbents	Grimsby, North East Lincolnshire	High-quality suede leather for the shoe trade
GE Aircraft Engine Services	London W6	Repair and overhaul of aircraft engines	Thermatool Europe	Basingstoke, Hampshire	Seabed and sub-seabed surveys for the oil and gas and communications industries
GEW (EC)	Redhill, Surrey	Ultra-violet curing equipment for printing machines	Trans Euro	London NW10	Man-made superabsorbent fibres
Getty Connections	Carrickfergus, Northern Ireland	Cable assemblies and general equipment wire	UK Project Support	Norwich, Norfolk	High frequency welding and annealing equipment and high-speed shears
Glenmorangie	Broxburn, West Lothian, Scotland	Malt and blended Scotch whisky	University of Manchester Institute of Science and Technology (UMIST)	Manchester	Global move management, worldwide corporate relocation services, fire-safe secure storage and freight forwarding
Guralp Systems	Aldermaston, West Berkshire	Seismometers	Walkers Shortbread	Aberlour-on-Spey, Moray, Scotland	Specialist technical contract personnel
H.D.A. Forgings	Redditch, Worcestershire	Specialist forgings	Woods Air Movement	Colchester, Essex	Research, teaching and technology transfer
Hebric, a division of Meggit (UK)	Poole	Highly compact printed circuit heat exchangers (PCHEs)			Shortbread
Hill Price Davison	London SW15	Computer software and services			Mechanical ventilation equipment



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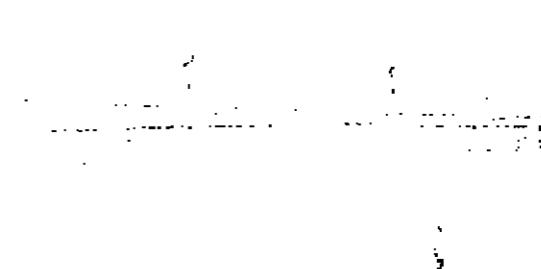
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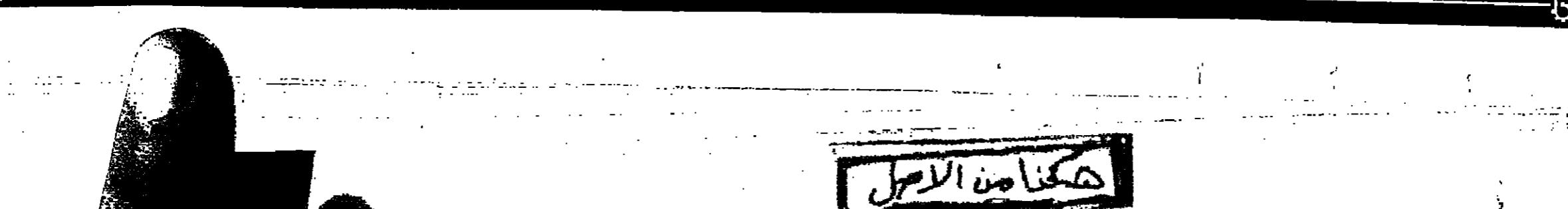
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## THE QUEEN'S AWARDS FOR INDUSTRY 1999 3



Japanese schoolchildren during an earthquake drill: Guralp Systems' equipment helps detect and monitor earth tremors

OFFSHORE EQUIPMENT by Thorold Barker

## Sales success runs deep

The oil and gas industry has provided fertile ground for suppliers from the UK

Repairing pipelines a kilometre under the sea is beyond the scope of any diver, but an everyday task for the underwater vehicles manufactured by Aberdeen-based Hydrovision.

Like most of the seven other export achievement winners from the oil and gas industry this year, it has used experience from the North Sea to expand into growing off-shore areas such as South America and West Africa. Its largest customer is now in Brazil.

David McKay, commercial manager, says: "In Norway you cannot dive below 180m, unless you can prove there is no other way of doing a job. But a pipeline has to stay on the seabed for many years. It's not a temporary solution."

The result is the Diablo remotely operated vehicle. The size of a Land Rover, it can dive to 3,000m and carry out intricate tasks from friction welding to closing valves - under the control of a surface operator.

It's like an underwater helicopter, it can move in any direction at any angle," says Mr McKay.

Hydrovision was formed through a 1990 management buy-out from Pressure Products, led by Chris Tarmey, managing director. The deal gave the company the rights to the small Hyball underwater vehicle and it has since developed the larger Sea Demon and Diablo models.

Exports have grown by 4% times since 1995, and accounted for half of last year's £10m turnover, from the sale of about 20 vehicles.

Underwater expertise was also behind awards for Sonardyne International and Svitzer.

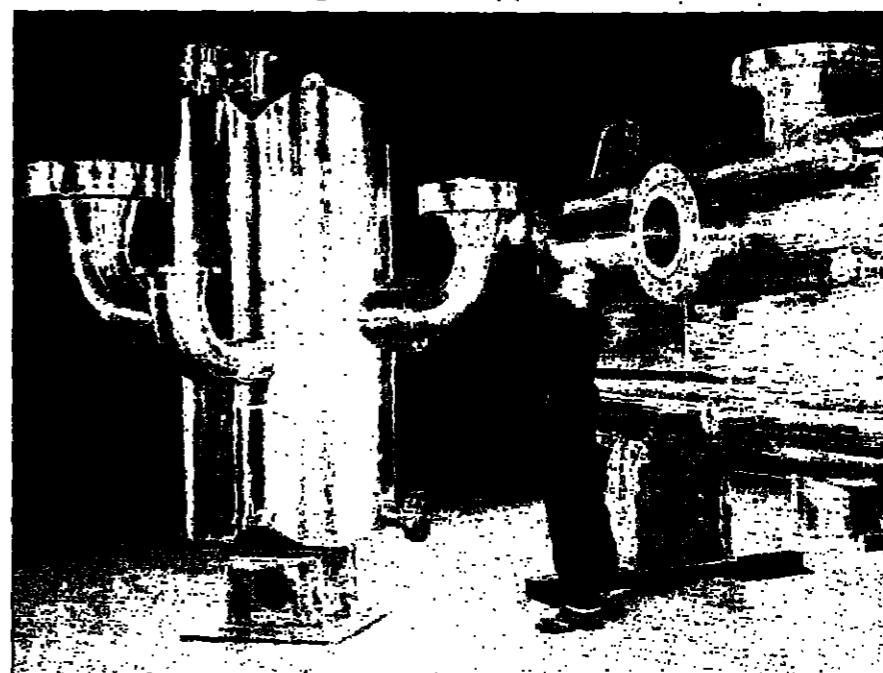
Sonardyne has sold its seismic streamer positioning equipment - which won a Queen's Award for technological achievement in 1994 - into global markets including China, Japan and West Africa.

Acoustics were also behind Svitzer's second export award in a row. It uses the technology to map the seabed to avoid underwater hazards for oil pipelines and drilling platforms.

Christopher Kemp, managing director, started the business in 1983 and now has eight office-based employees and up to 60 contractors working offshore around the world at any one time.

Another international provider of oil services expertise is Cambrian Consultants.

Christopher Hill, special projects manager, says the company - which was set up in 1987 - worked exclusively in the North Sea for the first five years, but has now had work in areas as diverse as



Heatric, which makes heat exchangers for use in gas production, has won its second award for export

Sea in 1993. Exports now represent nearly 60 per cent of its annual £8m turnover.

In 1975, London-based Rig Design Services started designing drilling systems for fixed North Sea platforms. But in the last five years it has established itself as a leading designer of deep-water drillships.

Exports, which accounted for about 15 per cent of business in 1994, are now more than 90 per cent of the group's £12m of sales to customers such as Samsung and Daewoo who build the ships.

Elmar Services - another first time winner from Aberdeen - has differentiated its oil field equipment by custom designing it for particular regions, including special cold climate materials in products destined for Siberia.

Heatric, a division of Meggitt, wins its second award for export. The company, which makes heat exchangers for use in offshore and onshore gas production, has markets which include Norway, Africa, the Middle East, Australasia and the Far East.

PROFILE  
CANSUM GURALP

## Making waves

Sales of the company's earthquake monitoring equipment are going from strength to strength

Cansum Guralp, whose company has won a Queen's Award for export, knows all about making waves. He makes advanced seismic detectors for monitoring earthquakes under the sea and on land.

Guralp Systems is a natural candidate for an export award: the UK accounts for less than 1 per cent of sales. More than 40 countries use Guralp's sensors but the largest markets are the US, with 44 per cent of sales, Japan with 20 per cent, Europe with 16 per cent and South America with 5 per cent.

The company was founded in 1985 in Mr Guralp's bedroom in Swallowfield, near Reading. It eventually graduated to his garage and then to its current premises in Aldermaston, where it has spread out into three units.

Mr Guralp, managing director, says: "I saw people needed high quality information to understand

the inside of the earth. Historically, all seismologists made their own instruments."

He moved to the UK from Ankara, Turkey, in 1970. He studied at Reading University and earned his doctorate in the cybernetics department there.

Funding for the company was provided from his father. Mr Guralp believes the fact that it was privately financed meant it was not at the mercy of institutions of government agencies and was allowed the freedom to develop in the formative stages when it can take time for a young company's true aims to be established. The company did not show a profit for about the first five years, Mr Guralp says.

In the past three years Guralp Systems' sales have almost doubled to £2.06m and the number of people it employs has risen from 12 to 31.

All research is still funded internally. "We make the

instruments we think the seismologists need and we hit the boundaries that we think not everyone will be able to achieve." In such a specialised market, Mr Guralp believes his only real competitors are a company in the US and one in Switzerland.

The company has equipped the US National Seismograph Network and the Canadian Seismograph Network, thus covering the whole of North America. It has achieved similar success in Japan. It also makes ocean-bottom seismometers to detect distant quakes in the seabed to monitor for tidal waves.

Most of the company's sales are to universities and government institutions but, in a project with Princeton University, the company designed an instrument for use in US high schools as a teaching aid which can be hooked up to a personal computer.

The company also designs and makes instruments that go into boreholes where they are closer to the action. It is working on a scheme in Japan called the Japan Trench Project where an instrument will be placed down a borehole 1km below the ocean floor.

The project is funded by Tokyo University. The borehole is expected to be drilled towards the end of the year.

In a contract with the

University of California and Los Angeles, Guralp Systems is now bringing its 14 years of terrestrial experience to bear on designing a prototype seismometer for use on Mars.

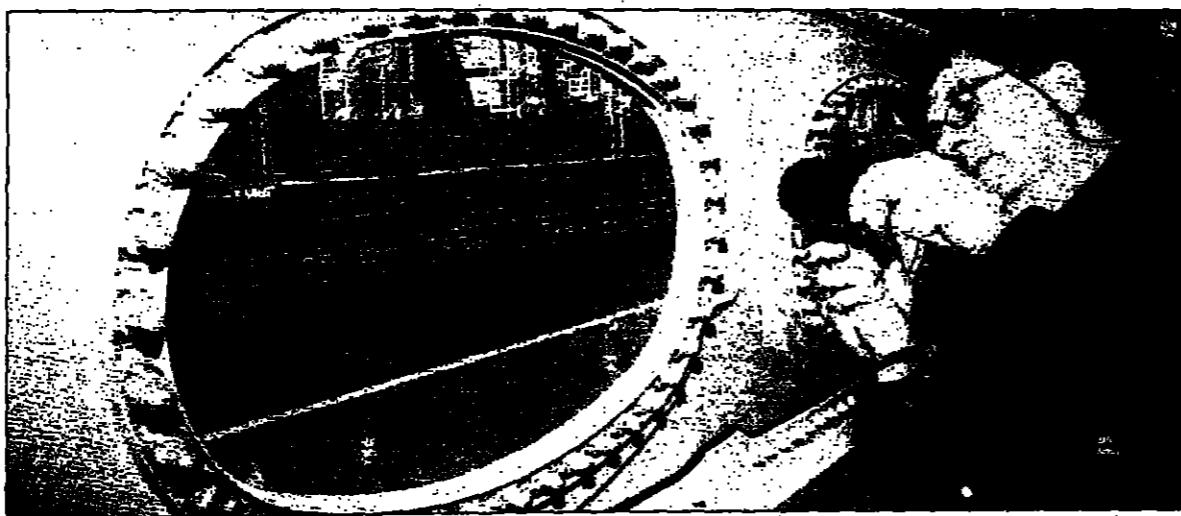
Its sensitive components need to be designed to withstand the launch and a hard landing but Mr Guralp hopes to be able to deliver it for preliminary testing in July.

He says the company is currently researching into an "ultimate instrument" which will be a completely digital, broadband seismometer. It will cut costs for seismologists, will be easier to install and will provide more information and make research in seismology more easy." Mr Guralp says.

He believes the market is growing. The increasing interest in environmental monitoring means new schemes to provide better understanding of site conditions and the environmental effects of industrial activity, such as mining and major civil engineering, could provide new niches for Guralp to exploit.

One such emerging niche is monitoring underground nuclear explosions: Guralp already provides equipment to the Comprehensive Test Ban Treaty Organisation in Vienna.

Charles Pretzlik



Wing panel assembly at the British Aerospace Airbus site in Broughton, Flintshire, North Wales: SAE has won an award for export recognising an increase in exports of Airbus wings by more than 75 per cent in the past three years. Aircraft deliveries rose during that period from 125 in 1995 to 223 in 1996.

FOOD AND DRINK by John Willman

## High flying Scotsmen

Scottish companies with centuries-old businesses dominate the sector's winners

Five companies based in Scotland are among eight from the food and drink sector to have won Queen's Awards for export achievement. The success emphasises the appeal of traditional Scottish products to consumers around the world - and the willingness of their producers to use the most modern marketing techniques.

Typical of the focus on export markets is Glenmorangie, the single malt whisky distiller, based 80 miles north of Inverness, since 1897. It only became serious about exporting four years ago, but exports now account for around 40 per cent of sales, making Glenmorangie the world's third best-selling single malt.

The company carried out the world's first online tasting on the internet, with participants in 78 countries. They were able to share their thoughts with the company's distillery manager and ask questions about the company's products which now include Ardbeg, one of the finest Islay malts recently put back into production.

This year is Glenmorangie's

first Queen's award, but Macallan, another single malt producer, has collected its fourth - the second in succession. Exports make up 51 per cent of its turnover, with sales in more than 50 countries for the Speyside malt which is matured exclusively in sherry casks.

Made at Craigellachie in Banffshire since 1824, it was acquired in 1996 by Highland Distillers, which makes Famous Grouse, Scotland's best-selling blended whisky. The new owners have done nothing to change a winning formula: "We've tried to disrupt a growing business as little as possible," says Simon Sanders, corporate affairs director.

Tipplers sipping their favourite malt might well enjoy the shortbread produced by another of this year's winners, Walkers, which is also based on Speyside at Aberlour. Founded in 1886 by the village baker, it is run by three of his grandsons and employs several of the family's fourth

generation.

Almost half its annual output goes abroad - the highest percentage in the UK sweet biscuit business - to

such as Millie Maid and Cafe Maid. Its core business is converting milk from Northern Ireland into long-life dairy products, often used as ingredients by other food manufacturers.

Another traditional Scottish industry is reflected in the award to MacDuff Shellfish, a family firm in the fish business for more than 100 years. In the past three years, it has doubled its exports of the fresh and frozen langoustines, crabs and scallops which are largely landed in Scotland.

Ninety per cent of its £2m a year sales are abroad, with France the most important market where customers include supermarket chains such as Auchan and Casino. McCormick Europe's Condiment Division, the fifth food and drink award-winner in Scotland, is not Scottish by origin - it is a subsidiary of the US food group which is the world's largest spice company.

Its product is far from traditional: the 49 employees based in Paisley make sauces, dressings, seasonings and poultry coatings for caterers and fast-food restaurants. The division started in 1988 with 18 staff supplying McDonald's 100 UK restaurants and now services the US burger chain's 8,100 outlets throughout Europe - as well as sending its products to 26 countries as far away as Japan and South Africa.

Pritchett Foods, an English winner, also supplies caterers and caterers with milk shake mixes and tea and coffee whitener from around the world.

## A PROUD MOMENT



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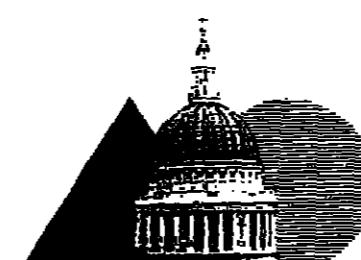
But not too proud, we hope, to pass the moment without acknowledging those who have made it possible.

The partners and staff in our offices throughout the world whose knowledge and dedication have made us a premier international law firm.

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In accepting the award we thank you all.



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PHARMACEUTICALS by David Pilling

# The UK flexes its muscles

British companies, both large and small, are still a force in the drugs industry

Pharmaceuticals is one of the few global industries where the UK can truly claim to punch above its weight. In Glaxo Wellcome, SmithKline Beecham and the newly formed AstraZeneca it has three of the biggest drug companies in the world. Several US and European pharmaceutical companies have significant research and development facilities in the UK.

Among the plethora of small and medium-sized companies that have sprouted up to service this sector are five of the winners of this year's Queen's award for export.

Akos Healthcare Group is a privately held company that offers consultancy and contract services to "big pharma" - the industry name given to large drug companies.

Paul Evans, managing director of Akos, spent 18 years working for big pharma at such companies as Glaxo and Boehringer Ingelheim of Germany. A pharmacist by profession, he worked in several areas, including product development, regulatory affairs and clinical development.

Akos usually works on a new product from a very early stage in the development process, helping to take it through clinical trials and advising on regulatory issues, particularly in Europe.

The fact that the European Agency for the Evaluation of Medicine, Europe's equivalent of the Food and Drug

Administration, is headquartered in London has given a boost to the 12-year-old company, 85 per cent of whose revenues come from abroad.

Akos exports its services to Denmark, Germany, the US, Japan and Switzerland. It is developing new markets in Israel and Spain.

Cambridge Pharma Consultancy (see profile) also advises big pharma and like Akos is expanding rapidly in the US. Founded in 1989, it has a 50-strong team of consultants in Cambridge and 25 in New York. Like Akos too, both its founders came from big pharma where they discovered what they believed to be a niche in the consultancy market.

Owen Mumford, an Oxfordshire-based company with 250 employees, designs and markets medical devices. It specialises in two areas: finger-pricking devices (for blood samples), which are often self-administered by patients who need to monitor their condition daily; and drug-delivery devices, particularly injection systems for insulin and growth hormone as well as drugs to treat infertility and multiple sclerosis.

In its early days the company received royalty payments from Novo Nordisk, the Danish group that transformed the lives of many diabetics through the introduction of its "insulin pen".

The company, which was founded by Ivan Owen and John Mumford, has two fac-



Oxfordshire-based company, Owen Mumford, designs and markets medical devices

Rob Judge

ties which between them employ more than 200 people. It had a turnover of £12.1m last year, of which £9.5m was for export. That compares with foreign revenue of \$4.8m in 1998.

Half its exports go to the US, Europe, Australia and Japan making up the bulk of the rest.

The Zydus division of Scherer, a multinational company whose ultimate parent is Cardinal Health of the US, is another drug-delivery specialist. Zydus is a leader in turning pharmaceuticals into tablets that dissolve almost instantly in the mouth.

The company has applied its "fast-dispersing" technology to the products of several large pharmaceuticals such as Glaxo Wellcome, Schering-Plough, Pfizer and

American Home Products. Maxalt, a migraine drug developed by Merck of the US, has been produced in fast-dispersing tablet form by the company.

Zydus sometimes becomes involved in projects at a very early stage - when they are first being tested on people and years before they are placed on the market.

Alternatively, it may be hired by companies to work on products that are about to lose their patent. It is often possible to extend the life of a drug through new formulations. Zydus's technology can also help ease the transfer to the over-the-counter, non-prescription market.

Zydus has boosted its revenue rapidly over the past five years, from about £25m in 1993 to £40m last year.

in technology.

Powder Systems is a Merseyside-based company that designs and manufactures "high containment" equipment to protect operators working with dangerous chemicals in pharmaceutical manufacturing plants.

The company, founded 10 years ago, is owned by Morris Pitcher, the managing director. It's venture capital backer, and several private investors. It also makes filtration equipment for pharmaceutical plants.

Powder Systems has doubled its exports over the past three years. Its main markets are western Europe, North America and the Pacific Rim. Last year, it won a DTI award for innovation in technology.



## PROFILE CAMBRIDGE PHARMA CONSULTANCY

### It's all in the detail

A tiny consultancy has found its specialist services in demand by "big pharma"

The world is full of consultants. The pharmaceuticals industry, which commands huge resources, is constantly tapping the expertise of big international firms, such as The Boston Consulting Group, PwC & Andersen Consulting, to advise on specific projects or strategic objectives. So why on earth would drug companies, apparently so well served, employ the services of a fledgling consultancy firm based in Cambridge, England?

The reason, argues Joseph Zammit-Lucia, whose Cambridge Pharma Consultancy is a recipient of this year's Queen's award, is that international firms cannot offer as detailed a knowledge of the drugs business.

When he worked for Glaxo Wellcome in the 1980s, he often heard colleagues complain that, while

consultants were useful, it was irritating having to teach young MBAs the ins and outs of drug development before they could even get started. Big consultancy firms did have a detailed knowledge of the industry, but it was largely confined to partner level, he says.

Dr Zammit-Lucia thought he had discovered a niche. Together with Lindsey Matheson, who had also spent years working for pharmaceutical companies, he turned his back on the cosy world of "big pharma" and set up his own consultancy in 1989.

The idea was to organise Cambridge Pharma like a law practice, with experts in highly specific areas, such as pricing, reimbursement, drug portfolio management, M&A and doing business in Asia-Pacific.

Each area has a practice leader, enabling the firm, says Dr Zammit-Lucia, to pull together a bespoke team around each project.

"We believe that in-depth knowledge is an essential component of practicable innovation," he says. "We pride ourselves on coming up with approaches for our clients which are both innovative and practicable."

He highlights a project in oncology - client confidentiality prevents him from revealing the company's name - in which Cambridge Pharma reviewed the entire development portfolio. As a result of the review, claims Dr

Zammit-Lucia, the company

changed the way it developed drugs in this area and opened a new area of operation. Objectivity and a multidisciplinary approach were the keys to bringing off that result, he says.

Cambridge Pharma also runs an on-line consultancy service where relatively straightforward queries can be answered directly.

The overall business, which has grown organically without tapping venture capital funds, reached revenues of nearly £3m by 1996. Since then, growth has been even quicker - thanks largely to rapid

expansion in the US, by far the most important drugs market - to reach £6m last year.

Clients include most of the big names in the pharmaceutical industry from SmithKline Beecham in the UK to Eli Lilly in the US to Fujisawa in Japan. Biotechnology companies, such as Biogen, Cephalon and PathoGenes, also feature on its client list.

Although its base is still firmly in the UK, the scope of Cambridge Pharma's clients and its source of revenue reflects the global nature of the drugs business. About 85 per cent of business is generated outside the UK, with 53 per cent coming from continental Europe and 35 per cent from the US.

The firm has 50 staff based in the UK, though some of them were hired in Europe for their knowledge of languages and other markets. There are a further 25 employees in New York which, with neighbouring New Jersey, is the heartland of the increasingly powerful US drugs industry.

Cambridge Pharma plans to float in the medium term, though it has not yet decided whether it will list in the UK or elsewhere. So far, it has managed to keep its roots in the UK and develop an international business from that base. But, as it expands further, its centre of gravity may well begin to shift to the US.

David Pilling



## PROFILE PARTRIDGE FILMS

### Wild ambitions pay off

What started as a one-man operation now supplies wildlife films to leading TV channels around the world

Among the offshore equipment manufacturers and the information technology producers dominating the winners of this year's Queen's Awards is a company which deals not with heavy machines and circuit boards but uses exotic plant life and wild animals in its products.

Founded by South African-born film-maker Michael Rosenberg in 1974, Partridge Films started as a one-man operation making high-quality wildlife programmes. As

Rosenberg's reputation grew, so did the company, with additional camera teams and producers being taken on a project-by-project basis.

By 1992 the Bristol-based company had been acquired by UK regional television company HTV, which itself was taken over by United News and Media 18 months ago. As part of a previous acquisition of Anglia Television, UNM had

inherited the wildlife programme maker Survival, which subsequently joined Partridge in forming United Wildlife, now the world's largest commercial producer of natural history programmes.

With a small team of 31 employees boosted by freelance camera operators, researchers and editors, Partridge still operates as an independent unit, producing high-budget wildlife features such as "The Natural World", screened by the BBC.

It is currently producing a series for ITV in Britain led by Australian naturalist Steve Irwin, the first of which - "The Ten Deadliest Snakes in the World" - was aired in February last year.

Among the work for which the company is known are the programmes from which UK Channel 4's successful "Fragile Earth" series emerged, while in addition to accolades through the Queen's Awards, the

company has won awards including Emmys and Wildscreen Golden Pandas. This export award is Partridge's second - the first being won in 1992.

Although it has become known for "blue-chip" programmes, Partridge has recently broadened its product range with children's series such as "Amazing Animals" for Disney Channel, which has enabled it to capitalise on its extensive library of wildlife footage.

Exports represent about 75 per cent of Partridge's total sales with 60 per cent of these going to the US where the company supplies leading broadcasters such as PBS, National Geographic and Discovery.

Europe accounts for about 20 per cent of sales while 15 per cent go to the Pacific Rim, where the main market is Japan.

"Wildlife [programmes] travel well," says Mark Broughton, managing director of United Wildlife, "because they do not present any political, cultural or language barriers."

Mr Broughton, with a background in financial management and venture capital, joined the company in 1992 to help it through financial difficulties it was then experiencing. "The company had grown rapidly and the accounting structures weren't in place to accommodate this," he says.

Now in its 25th year of

existence, Partridge has left such problems far behind it. Turnover during the period measured for the export award, has more than doubled from £2.5m to £7.5m. In the same period exports expanded rapidly from just over £2m to £6m.

Mr Broughton says that the main challenge now is to capitalise on the opportunities presented by the rapidly fragmenting TV market. "In the early 1990s television was a very simple market with not much layering," says Mr Broughton. "But the development of cable, satellite and video means that film rights have become much more valuable."

Sarah Murray

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Two of his innovations that have seen special export success are a product which waterproofs clothing in a domestic washing machine,

and a shoe waterproofing that can be applied to wet footwear, curing as the leather dries, protecting against shrinkage. Both products are water-based, with water used in place of solvents to carry the active ingredients into the fabric or leather. "We are a chemical company but a clean one," says Mr Brown.

Nikwax started to focus on exporting after making the strategic decision not to market the product to new areas, such as work wear, but rather to reach new markets with the existing portfolio of products which are geared to mountaineering and outdoor sports.

It was easier to translate our message into a foreign language than change the message," says Mr Brown.

He says: "In the first instance we got the award when exports made up 50 per cent of our sales. Now they exceed 70 per cent with our products sold in over 30 markets. The US is the biggest market, followed by Scandinavia."

Charles F Stead was started in the 1980s and during its existence has been flexible in changing with market demands. It started in business making leather from goat skins, which were used for making bellows.

Lisa Wood

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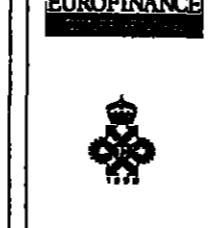
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## PROFILE LONDON CITY AIRPORT



The business lounge at London City: the airport has targeted the upmarket, time-conscious business traveller

## Frequent flyer

Overcoming its 'exceptional restraints', the airport is doing brisk business in the provision of airport services

Once written off by its critics as an expensive white elephant, London City Airport is flying high after winning a Queen's Award for export.

London City is the first airport to win such an award. At first sight it is difficult to image how an airport is an exporter – but in London City's case export earnings come from the provision of airport services to non-UK-based airlines. First opened in 1987, the airport has grown steadily and now serves 23 European cities with flights from 13 airlines – 60 per cent of which are not UK-based.

The award recognises the 'exceptional constraints' the airport has overcome to grow – nearly doubling its export earnings over three years. The airport has limited access by surface transport, a short runway, short operating hours and movement limitations. Yet its growth indicates high demand for a city centre airport and the services it provides. Also taken into account in making the award were London City's marketing strategy and infrastructure developments.

Richard Gooding, managing director, says the airport has capitalised on business demand for a fast and efficient service. He

target is the upmarket, time-conscious business traveller.

The airport is just six miles from the centre of London – and the management has tried to capitalise on its location by pushing time-saving to the limits.

Minimum check-in time is only 10 minutes; exit procedures are even quicker. All facilities – including departure desks – are within easy walking distance and the car park is just outside the terminal.

With about 70 per cent of passengers reaching the airport by road this is crucial. But public transport links should improve with the Jubilee Line extension – from which the airport will operate a bus link – and the proposed dedicated Docklands Light Railway station announced last year and planned for 2002.

'To be the first ever airport to win is a great achievement,' says Mr Gooding. 'With just over half of the passengers travelling via London City being resident in Europe, we have created a significantly increased contribution to the UK's invisible earnings.'

Originally developed by John Mowlem, the building group, the airport was sold to Dermot Desmond, the Irish businessman, in October 1995. Since then

## TECHNOLOGY AND TELECOMS by Christopher Price

## And the beat goes on . . .

These buoyant sectors are still producing healthy overseas sales for British manufacturers, despite strong competition

The booming global technology market continues to provide handsome rewards for Britain's buoyant information technology industry.

A second Queen's Award has been secured by Enfield-based Data Connection. The group, which was founded in 1981, develops computer software for the telecommunications, conferencing and universal messaging services markets.

Some 97 per cent of Data Connection's earnings come from exports. Its customers include many North American technology companies, including Microsoft, IBM, Hewlett-Packard and Sun Microsystems.

These incorporate the UK group's software, often in preference to their own in-house developments.

Other export markets include Europe, where big telecoms operators are numbered among the group's client base, and Israel, where Data Connection has recently struck a licensing agreement.

The group last won the award in 1992.

There are export award wins for two Belfast-based technology groups: Digital Engineering and Getty Connections.

The former wins its first award – and also scoops up a Technology Award – for its export success in the European, south-east Asian and Middle East-

ern markets.

The company also supplies testing equipment for the ISDN telecoms market.

Getty manufactures cable, cable assemblies and a range of general equipment wire. Products such as automotive cable harnesses, mobile phone accessories and telephone cords are developed from the cable resources.

However, it is Getty's ability to adapt products to different markets, and more importantly to customer specifications that have been at the root of its success. Its 600 products are exported to more than 20 countries across the world, while overseas revenues have more than trebled in the past three years.

Principal customers include Ericsson, Bang & Olufsen and ST Microelectronics.

The media market has long proved fertile territory for Snell & Wilcox. The television equipment manufacturer picked up a Queen's Award for export in 1993 and 1994.

This year it returns to form with another award following an 81 per cent increase in export sales in the past three years. The group puts its success down to its continuing investment in research and development and close contact with customers and the market in order to tailor its products to

meet demand.

Snell & Wilcox was established in 1974. Its previous awards came in 1980 and 1984.

The blossoming market for computer services companies has underpinned the rise of Hill Price Davison, a London-based software and services group. However, it has achieved added success through striking strategic partnerships with some of the leading names in the global financial services market.

These include Royal Bank of Scotland, IBM, Hongkong and Shanghai Bank, ABN Amro and Bank of Ireland.

Hill Price Davison specialises in software that enables companies to process their invoices and asset financing calculations.

The group also supports its customers with installation, training and maintenance.

Computer storage is another booming market and has helped M4 Data to achieve its first Export Award. The Welling-based group, which was started in 1988, manufactures the magnetic tape drives behind computer data storage facilities.

While its main export markets have been Korea and the US, M4 Data has recently won orders in Malaysia, India and South America.

The drive has been strengthened by the establishment of subsidiary companies in the

US, India and Germany.

Oxford is becoming reckoned as a fertile base for software companies, a reputation enhanced by the likes of Software 2000, which is located in the city's Science Park. The company specialises in software for printer drivers for personal computers running Microsoft Windows and Mac OS operating systems.

It licenses its technology to the world's leading printer companies, resulting in some 350 printer drivers being shipped since 1986. It is Software 2000's second consecutive export prize. The company also won the Prince of Wales Award for innovation in 1994.

Demand for software for the fax market has been behind the rapid rise of Equisys, where export earnings have more than trebled since 1986. The London-based group designs and supplies Zetafax, specialist fax software used by large corporate computer networks.

It has established business partners in more than 30 countries, with its main export markets being north America, Italy, Spain, Australia, Switzerland, Norway and France.

One of the UK's subsidiaries of US telecoms group Motorola has been rewarded for its export record with a third Queen's Award in four years.

Motorola GSM Systems Division, located near Swindon, makes and supplies mobile telephone systems.

Export markets such as China, South Africa, Portugal, Germany, Spain, Turkey, Austria, UAE and France have contributed to a 65 per cent rise in overseas sales since 1986 – the first year the group received an award.

## PROFILE CRYSTALOX

## Performance powered by the sun's energy

The Wantage-based company's silicon ingots are used in the production of solar cells

ingots, which are then cut up to make solar cells, are more cost effective than smaller versions.

At present, says Mr Dorrity, Crystalox is participating in two silicon-related research projects, partly funded by the European Union, with partners including BP Solar, Bayer of Germany and Elkem of Norway.

Separately, with the help of a grant from the UK government, the company is studying levitation melting of metals – a way of melting metals for high purity applications.

Mr Dorrity says that much research is being done on alternative materials for solar energy but that the company believes silicon, which accounts for 90 per cent of the market, will continue to dominate for at least another five years.

After Japan, the US is the second biggest market with a large part of sales coming from supply of small scale production systems for research use.

Other export markets include Korea, Singapore and China, countries in which the company uses distributors and agents. It handles its own sales in the US and Europe.

'We are not strong on languages so we are lucky that English is the language of science,' says Mr Dorrity.

In the immediate future, however, Germany looks as if it could be one of the more promising growth markets, with the introduction of interest free loans for those installing solar powered energy systems.

In addition, Mr Dorrity says that there is pressure on the UK government to stimulate greater use of solar power.

At present, he says, there is just one company he knows of which is producing solar cells in the UK. BP Solar's production bases are all overseas.

'The driving force is environmental. It is still cheaper to burn coal or oil than use solar cells,' he says.

'But the use of solar is growing partly because big companies like BP and Shell are becoming quite aggressive.'

Virginia Marsh



## PROFILE FFC

## The sweet smells of success

Capturing an identifiable Englishness has proved the key to success overseas

An English cottage garden in summer, with the scent of rose, lily and lavender on the air epitomises many people's idea of identifiable Englishness, and is as well-known abroad as the Changing of the Guard, warm beer and Shakespeare.

Capturing, 'botting' and marketing this quintessential aspect of English life has been one of the successes of Fine Fragrances and Cosmetics.

This private company, founded by Doug Fawcett, has just won its second Queen's Award for export after its first recognition in 1994. James Doré, the company's export director, is pleased. He believes that the second award confirms all the strengths and builds on the achievements of the company since winning its first award.

He is especially proud of FFC's ethic of service and the company's commitment to turning around orders as quickly as possible, and always within one week. Faxes are not left languishing in baskets as this means disgruntled customers and lost orders.

It is this approach to service, the unashamedly English marketing pitch and the growth of the company through acquisitions which has helped FFC to notch up its export record of more than 50 per cent of production destined for export to more than 80 countries.

Another aspect of the company's success in exporting has been the product labelling and instructions in the language of a particular market – the company packages its products in 18 different language packs from Farsi to Portuguese.

Everything from skincare creams, fragrances and specialist hair care products is labelled for the destined outlet, which although a time consuming and expensive exercise, has paid dividends.

Sales are strong in the Middle East and Asia and have continued to do well despite economic difficulties in both regions.

Mr Doré says that FFC did not leap from Russia and has therefore avoided getting burnt by the economic crisis there. The company is exploring possibilities in

Latin America but does not yet have a strong presence there, having focused more on North America where it is starting to reap some benefits in spite of the highly competitive market.

The company first started by developing several specialist skincare products and initial growth came through the 'Fade-Out' range of treatment creams which remove brown pigmentation marks on the skin and reduce dark circles around the eyes.

Much of the company's growth has taken place through acquisitions. In 1991, FFC bought the Taylor of London range of toiletries and typical English flower fragrances.

FFC maintained Taylor of London's century-old tradition of quality and added a new range of fragrances to the brand, including Orange Blossom and English Rose. In addition, the Herbal Aromatherapy range was introduced in 1996.

Other brands owned by FFC include Pin-up Home perfume, acquired in 1994 and brand leader in the UK. The company has also extended the Mary Chase range of toiletries and continues to market the fragrance.

In May 1998, FFC acquired the colour cosmetic brand 'Beauty Without Cruelty', whose cosmetics are made without animal testing. The ethics of the medium priced cosmetics range have wide appeal to the customer with a conscience.

The five Yardley brands of Tweed, Panache, Lace, Chique and White Satin were acquired from the Yardley receivers in December 1998 and are expected to contribute to the future growth of the business.

Earlier this month, just before the announcement of the Queen's Awards for Export, IWP International – the household and personal care products company purchased FFC for up to £8.75m.

Mr Fawcett will continue as managing director under a three-year service agreement and the company intends to continue marketing the 'Englishness' of the brands which have made FFC a success.

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## PROFILE GAC (UK)

## They'd like to teach the world to string

The company's party aerosols make up more than three-quarters of global output

Just as all roads once led to Rome, most of the world's aerosol-propelled 'silly string' – the life or bane of so many parties – can be traced back to Cwmbran, south Wales.

Some 30m cans of aerosol string – more than three-quarters of global output and enough to circle the earth 60 times – were produced last year in the Welsh town at the world's only factory entirely dedicated to its manufacturer.

GAC (UK) – the company that taught the world to string – won the Queen's Award after exporting more than 90 per cent of its production line 1998.

It expects sales growth of at least 30 per cent this year, mainly because of predicted millennial fervour, according to Stefan Volcke Jr, marketing director of Goodmark, its parent company. Cans of a special brand, Party 2000, will proclaim: 'One world, a



Stinky String, a product created at the behest of a US importer.

GAC's aerosol nozzles create a thicker strand than some of its competitors, making the string less prone to breaking into small pieces and easier to clean up.

Mr Volcke recalled last year's annual sales meeting in the south of France, where GAC staff initially horrified the hotel manager by employing 500 cans in 10 minutes. They cleaned up the mess in 15 without using a vacuum cleaner.

Sales to the US accounted for 50 per cent of GAC's £10m-plus turnover in 1998, up from £8.5m in 1997.

Hallowe'en represents 30 per cent of annual sales, making the US one of the few countries where sales show a seasonal pattern.



PROFILE  
ILMOR ENGINEERING

## Engine maker using the right formula

Racing engines have helped the Northamptonshire-based company race ahead of the competition

Behind last year's Formula One victory of the McLaren Mercedes team led by its drivers Mika Hakkinen and David Coulthard, lies a company based in Northamptonshire.

Ilmor Engineering, a design and manufacturer of racing engines, which manufactures the V10 engine for Mercedes-Benz, is also celebrating its third Queen's Award this year.

Founded in 1984 by Mario Illien, Paul Morgan and Roger Penske, Ilmor, which exports engines to CART (formerly known as Indy cars) teams, has already won the Queen's Award twice, in 1989 and 1994.

Managing director Mr Morgan believes the third award reflects "the hard work and determination to succeed by everybody in the factory".

This year's award follows a successful season where the McLaren Mercedes team won the 1998 Formula One Constructors' and Drivers' World Championships.

The story of Ilmor goes back to the 1970s, when Mr Illien and Mr Morgan met at Cosworth, the UK

manufacturers of the Ford Formula One engine. The two worked on Formula One and CART projects but eventually became frustrated with the organisation. They felt that the only way to move forward and to design and produce an engine as they wanted was to leave Cosworth.

After leaving Cosworth, the two put together a business proposal and contacted Mr Penske,

founder and president of the Penske Corporation, a privately owned US group, and other transportation groups.

He agreed to take a 50 per cent stake, and once a deal had been made, Mr Morgan set up the Ilmor facility where Mr Illien began work on his engine design.

Since then, the two have had a "perfect partnership" where Mr Morgan is responsible for the manufacture of the engine, and Mr Illien for the design.

Ilmor first raced at CART in 1988 with the backing of General Motors, and since their first CART race in 1988, have won a total of 116 races. They have also won six PPG IndyCar World Series Championships, the Indianapolis 500 seven years in a row, and the PPG CART Series in 1997.

The company produced its first V10 engine for the now defunct Leyton House team. It also supplied teams such as Tyrrell, March and Sauber, and their performance led to their partnership with Mercedes.

GM withdrew its backing at the end of 1993, but the German car maker took over the 25 per cent stake in Ilmor, becoming an equal shareholder along with the three founders.

Mercedes is understood to have provided annual investment of £35m in Ilmor while also giving it assistance through access to Daimler-Chrysler's extensive research resources.

Emiko Terazono

TECHNOLOGICAL ACHIEVEMENT by Paul Taylor

## From monitoring to mushrooms

This year's awards cover an astonishing range of innovative developments

Mushrooms that produce their own natural fungicide inspired scientists from Zeneca to develop new crop fungicide, a telephone network monitoring system developed by Hewlett-Packard is helping telecoms companies catch fraudsters, and microbiologists are now able to detect a single bacterium or cancer cell in just a few minutes thanks to a blue light laser scanner developed by The Technology Partnership.

These three innovations are among the 14 winners of the Queen's Awards for Technology this year – breakthrough developments which range from important medical advances to a system that enhances the quality of video pictures and a revolutionary new type of ship's propeller.

Four of the awards relate to medical advances. Among them, The Technology Partnership, based in Royston, Hertfordshire, and Chemunex have developed the ChemScan, an instrument which incorporates the only technology capable of detecting single bacteria in a few minutes without the need for incubation. Applications where such tests are mandatory range from water, food and beverage as well as pharmaceutical products. The system could save companies alone hundreds of billions of dollars.

"The Holy Grail of microbiologists is the detection and identification of single bacteria without the delay caused by incubation," says TTP's Dr Jas Sanghera. The ChemScan is a laser scanning system capable of finding, within minutes, a single living bacteria in a cup full of liquid. Before ChemScan was developed, detection time ranged from two to 14 days.

ChemScan has also been used at a leading hospital in Paris for rapid detection of

very low numbers of both cancer cells in cervical smears and early detection of viral infection cells. It can detect a single cancerous cell in a solution of 50m healthy cells. Until now such levels of sensitivity have been unheard of.

What has really excited the diagnostic and pharmaceutical companies throughout the world is that such results are possible within minutes and with minimal unskilled manual intervention.

"The greatest cause of errors with existing methods is the tedium involved in staring down a microscope looking at normal non-cancerous cells," points out Dr Sanghera. "Lapse of concentration can mean an erroneous false negative result, whereas the ChemScan does not get tired."

The ChemScan does not make the final decision as to whether further clinical investigations are necessary. It scans all the cells on a slide and if it detects an apparently cancerous cell it maps its position to within a few microns. The sample can then be taken to an automated optical microscope where a decision on further action can be made by a specialist. In this way, it only requires the specialist to make decisions about possible cancerous cells rather than about searching for those rare events in many non-cancerous samples.

Other award winners with medical breakthroughs include Coventry-based Acoris Speciality Fibres which shares an award with ConvaTec of Deeside, part of Bristol-Myers Squibb, for the development of the Aquacel HydroDerm wound dressing. The dressing, which absorbs 25 times its dry weight in sterile saline solution, forms a gel which covers the surface of a wound moulding itself over the con-

ditions and ensuring that the wound remains moist. That in turn prevents the dressing sticking to the wound and makes its removal much less painful than removing dry dressings.

Hewlett-Packard's Telecom System Division gains the award for the development of a highly sophisticated telephone network monitoring system called access7. The system, which is deployed by 25 major telecoms operators around the world, has revolutionised network monitoring and fault correction.

In addition to monitoring traffic and link status,



Close inspection: Brunton's propellers wins an award for technological achievement in recognition of the development of its Autoprop, a propeller which alters its pitch to suit the conditions of the vessel on which it is mounted

Angus Press Agency

### The Queen's Award for Environmental Achievement 1999

Name	Location	Product/process
Jesse Brough Metals Group	Hounslow, Middlesex	Recycling of ferrous waste
Enviro Process Systems	High Wycombe, Bucks	Zero discharge wood pulp effluent and water recovery system
Ecotain Products	Cardiff, Wales	Energy efficient electrical heaters - "Inheat"
Synelix (a member of the ICI Group)	Billingham, Cleveland	HYDEAD: a fixed bed catalytic destruction technology for waste sodium hypochlorite
Zeneca Metal Extraction Products	Blackley, Manchester	Novel impregnation-based process used in the manufacture of copper mining chemical PEG

producing the same efficiency. When fitted to yachts the blades feather when under sail, reducing drag and increasing speed.

The blade pitch is set solely by hydrodynamic and centrifugal forces which means the propeller is much more efficient over a wider range of speeds than conventional fixed propellers.

This translates into higher speeds, reduced fuel consumption and lower emissions. In addition, because of the unique design, the blades rotate 180 degrees when reverse is engaged

species compete against each other. Zeneca scientists noticed clear areas around the blades feather when under sail, reducing drag and increasing speed.

But perhaps the most exciting winner this year is Zeneca Agrochemicals with Amistar, a novel fungicide which acts as both a protective and curative.

The inspiration for Amistar lies among the decaying debris on the floor of European deciduous forests where fungi have evolved that feed on the dead wood and leaf litter.

Although numerous fungi

species compete against each other, Zeneca scientists noticed clear areas around the blades feather when under sail, reducing drag and increasing speed.

The new fungicide forms a protective film on the outside of plants which prevents fungus from entering the crop, while also entering the plant itself stopping the development of fungus from within.

Tests have confirmed that Amistar provides excellent disease control and is effective against a wide range of fungal disease resulting in significant crop yield gains. The natural origins of azoxystrobin mean it is also environmentally friendly and is safe.

### The Queen's Award for Technological Achievement 1999

Name	Location	Product/process
Acordis Specialty Fibres	Coventry, West Midlands	ADMACEL: hydrofibre, wound dressing
AirSense Technology	Hilfold, North Yorkshire	Strato-HSSD: high speed data detection system
Atmos Energy	Rugby, Warwickshire	Advanced 3-D sensor array based with improved efficiency for high-power density applications
Brunton's Propellers	Clacton-on-Sea, Essex	"Autoprop" automatic variable pitch marine propeller
ConvaTec	Deeside, Flintshire	ADMACEL: hydrofibre, wound dressing
Digital Engineering	Malvern, Worcestershire	Design automation of ISDN central office simulators that emulates different country variants of ISDN telephone worldwide
Glen Research & Development	Greenford, Middlesex	Diskin: multilayer dry powder inhaler
Telecom Systems Division	South Queensferry, West Lothian, Scotland	HP access7: the standard for S3T-based network monitoring and data-mining in telecos
Immunodiagnostic Systems	Bolton, Tyne & Wear	Determination of Vitamin D in human serum & plasma
Merthyr Bellring	Rochdale, Lancashire	COPSL: a press compaction test
Exotherm Gas Cooling Division	Birmingham, West Midlands	Exotherm gas cooler (for diesel emissions improvement)
Shel & Wilcox	Peterhead, Aberdeenshire	MPES: compression pre-processor for high-quality noise reduction digital decoding of video signals
The Technology Partnership	Reigate, Surrey	Chemiscan: RDI for microbial detection and identification
Zeneca Agrochemicals	Reading, Berkshire	AMISTAR fungicide

### ENVIRONMENTAL ACHIEVEMENT by Vanessa Houlder

## Putting a gloss on the dross

Methods of dealing with waste are proving profitable

A single theme dominates this year's Queen's Awards for Environmental Achievement: the search for better ways of dealing with manufacturing waste.

Four of the five winners have developed new processes for treating waste from manufacturing processes. In so doing, they have cut costs, reduced the risk of environmental damage and, in some cases, transformed the waste into benign and useful products.

Jesse Brough Metals Group, a Staffordshire-based business, has won the award for an innovative process to help the aluminium industry purify dross, the waste generated during smelting.

It has come up with a method of recycling dross that offers an environmentally-friendly alternative to dumping the waste in landfill sites.

The technique involves separating the dross into metallic aluminium and metallic oxide products. As well as extracting the metal, the company processes the oxide products. They are classified, mixed and blended into powdered metallurgical products, which are used in steelmaking, ceramics and aggregates. As a result, the company avoids the need to send the dross to landfill sites.

Exotherm has come up with a method of recycling dross that offers an environmentally-friendly alternative to dumping the waste in landfill sites.

The technique involves

Kimil Process Systems, a company employing 15 people based in High Wycombe in Buckinghamshire, has also developed a process that saves costs by recycling waste products. Its "zero discharge" wood pulp effluent and water recovery system reuses all the waste, both liquid and solid, from the manufacturing process.

It recycles the suspended and dissolved solids in the forms of a dewatered "cake", which is fed as fuel into a waste heat recovery boiler. The liquid waste is purified and re-used in the manufacturing process. The process has a double financial benefit: it turns the waste into useful products and eliminates disposal costs.

Synelix, a Billingham-based company that is part of ICI, has also found an environmentally-sensitive method of dealing with manufacturing waste. Its HYDECAT process deals with the sodium hypochlorite – better known as bleach – which is produced whenever chlorine is produced or used.

Bleach is not usually considered to be a useful by-product from chlorine manufacture, because the market is relatively small. Moreover, it is potentially hazardous – a leak can cause widespread damage to local wildlife.

The result was a magnesium-based process that pro-

duced magnesium sulphate as a by-product which can be safely released into the environment. The technology reduced the components of the effluent by 85 per cent for each kilo of product.

By addressing the shortcomings of the previous process, Zeneca was able to scale up its manufacturing process and increase yields by 30 per cent and significantly reduce production costs.

Cardiff-based Exotherm has developed an energy-efficient electrical heater for melting plastic for the plastic moulding industry.

By using improved materials for the heating coils, the power consumption of the heaters has been reduced by at least a third. For the customer, the device offers both reduced energy bills and an improved environment for machine operators.

On the face of it, Exotherm has little in common with the other winners of the award, because it is not tackling waste from a specific manufacturing process. But, in reality, it offers a variation on the same theme. By cutting energy consumption, the product is helping reduce emissions of greenhouse gases, which is one of the most problematic waste issues faced by the industrialised world.

The old adage "where there's muck, there's brass" still holds: dealing with other peoples' waste can be a profitable business. But, as these Queen's Awards demonstrate, there are also rich dividends from reducing or eliminating waste altogether.

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FINANCIAL TIMES  
No FT, no comment.

## NEW YORK THEATRE

# 'The Iceman' and 'Amy' hit Broadway

Two imports from London's West End are the hottest tickets in town, says **Brendan Lemon**

"I'll be the weak fool looking with pity at two sides of everything till the day I die!" shouts the despondent anarchist Larry Slade near the end of O'Neill's *The Iceman Cometh*, and the sentiment gets at what is both schematic and compelling in not only the O'Neill play, which is being given a revival at the Brooks Atkinson, but also in David Hare's 1987 drama *Amy's View*, which has just opened on the facing side of West 47th street. These London imports, which are experiencing the kind of hard-to-get ticket status usually reserved for starry musicals, are an actors' face-off, too, in the O'Neill jersey, Kevin Spacey, wearing Hare's colours, Judi Dench.

Set in 1912 in a Manhattan saloon, which has been fitted out by the designer Rob Crowley in snug naturalistic fashion, *Iceman* contains the blunt duality of a thesis play: in this case, truth versus illusion. Each of the broken-down bums and whores in

this Hopperesque flophouse has a "pipe dream" that is recounted while the holder waits Godot-like for the salesman Hickey (Spacey), who will try to strip them of their hope-fuelling lies.

O'Neill's thesis device severely

limits the play's claim to master-work status, at least if we are to reserve that accolade for the playwright's later, greater *Long Day's Journey Into Night*. But within this tidy *Iceman* structure O'Neill packs so many stories and songs, lilt and lamentations, that a lively production, which the new revival, directed by Howard Davies, certainly is, can transcend the play's limitations.

Nonetheless, the play's core is essentially a point-counterpoint between Larry and Hickey, and everything else is orchestrated around their debate. Larry, blusteringly played by Tim Pigott-Smith, is the exponent of pity and the necessity of illusions. Hickey the partisan of the purging power of truth. Luckily for



Actors' face-off: Judi Dench in David Hare's 'Amy's View' and Kevin Spacey in Eugene O'Neill's 'The Iceman Cometh'

the audience, the ethical rigour to which they subject the saloon's denizens does not rob the play of its enormous entertainment value.

How could it, when the production's supporting cast, most of whom are new to the Broadway version, is so festive? Almost all of them – from Paul Giamatti's soulful Jimmy Tomorrow, whose



final speech is almost unbearable moving, to Michael Emerson's Willie Oban, whose sudden Harvard drinking song puts one in mind of Joseph Mitchell's real-life Harvard down-and-out, Joe Gould – are excellent. The exception is Robert Sean Leonard's Don Parritt. This young man with a guilty conscience is a prototypically thankless role, all torture

and ties, but it is not unplayable, and Leonard has thus far failed to find a way to unlock its secrets.

Spacey, on the other hand, the impetus for the production's journey from London's Almeida to the West End to Broadway, is so far into his role that he seems to be grinning at his own progress. This is not meant as a criticism;

a coiled, charismatic, and sometimes unctuous actor, Spacey has always liked the sound of his own voice, and if he has perhaps too much opportunity to listen to himself here that is O'Neill's doing as much as the performer's.

In his trip from London to New York, Judi Dench's Esme Allen has undergone a contrasting

metamorphosis: her performance feels more economical. Such a change is in keeping with Esme's emotional trajectory: at the beginning of the play she is a West End actress with a suburban-country house; at its end a reduction in circumstances has forced her to "dig deeper" into her craft.

Would that Hare had done the same with his sometimes shrill script. Like *Iceman*, *Amy's View* is almost impossibly schematic. Unlike the O'Neill drama, however, the Dench vehicle lacks humane heft and sprawl. Essentially a debate between Esme, who stands for an England of theatre and flower shows and pub suppers, and her son-in-law Dominic, who embodies movies and fast money and incessantly ringing mobile phones, the play stacks the deck in favour of Esme's values. By tenaciously holding on to them she may lose everything, but Hare imbues her with a kind of spiritual grace he does not allow Dominic.

Dominic's heroism is exacerbated by the performance of Tate Donovan, the American actor who portrays the ambitious tyro on Broadway. Dominic had always been a lout, but now, thanks to Donovan's wavering technique, he is a lout with a lousy accent. Yet such is the undeniable quiet power of Dench's Esme, and Hare's crude yet compelling story, that, whatever one may think of its dramaturgy, *Amy's View* lingers in the mind long after the curtain has come down.

'The Iceman Cometh' is at the Brooks Atkinson Theatre; 'Amy's View', the Ethel Barrymore Theatre.

## NEW YORK CITY OPERA INTERMEZZO

## A slice of life from Strauss

Readers of the vital Strauss-Hoffmannsthal correspondence have long known that, while he may have lacked the verbal refinement of his librettist, the composer himself had a persuasive way with words, a keen and lively mind. And so it should come as no surprise to learn that when forced to do without the poet, Strauss sat down and wrote his own libretto, he produced a well-made, entertaining, and often affecting piece of work, which he then set to a rich, shimmering score.

On the surface, the work is simple,

develop, to swell and glow and reveal their full beauty, on a level with the greatest moments of *Arabella* and *Rosenkavalier*. And, as Strauss offers yet more proof of his dancing, magic wit.

For all its humour and its excellent facture, *Intermezzo* cannot be an easy work to mount, and, in fact, this City Opera production is the first full staging in New York (about a decade ago Andrew Porter devised a "semi-staged" performance that has remained memorable). This new staging – based on a 1990 presentation at the Glimmerglass Festival – was in the hands of Broadway director Leon Major, who won the appreciation of the audience with some effective jokes, turning the orchestral interludes between the numerous scenes into comic pantomime. Some of these, finally, outstayed their welcome (especially a rain-storm episode that exhausted the comic possibilities of wind-whipped umbrellas).

But, fortunately, Major was able to count on the presence of the versatile, always impressive Lauren Flanigan as Christine (as Strauss called his heroine): domineering, gullible, basically good and loving, always human, the City Opera's star soprano illustrated every contradictory facet of her challenging part.

And, while her hectoring scenes were convincing and funny, she could also summon melting, sweet tones, pearly high notes, and silken phrasing in the tender, pensive scenes which the composer naturally provided for her.

The part of Strauss's alter ego, composer-conductor Robert Storch, was sung by the young baritone John Hancock, a strong stage presence and a strong, suave singer. In

domestic; and its very simplicity may be the reason why, in the decades since it was written (in 1923), critics and also audiences have tended to dismiss it.

Unashamed, the librettist Strauss narrates a conjugal dust-up, a real event in his own life, when his notoriously difficult (but deeply-loved) wife, convinced of his infidelity, threatened to divorce him. But the composer Strauss, in giving body to his little drama, filled it with nuance: thus, in the opening scene, when the impossible Frau Storch is scolding, commanding, arguing, some languorous, hauntingly romantic phrases are admiringly in the orchestra, restrained complement to the wifely rant. Only later are these sumptuous phrases allowed to



Illustrating every contradictory facet of her challenging part: Lauren Flanigan

his assured, steady way, he matched the brazen of his leading lady. As the feckless Baron Lummel, the tenor Matthew Chellis (a NYCO Alumna and Nanki-Poo), was convincing, even appealing.

The hard-working George Manahan (he is conducting the lion's share of this season's repertoire) seemed to have a special sensitivity to this score: the orchestra sounded rich without over-dramatising the contradictions, and he resisted what must have been a terrible temptation to give the emotions free rein, to indulge the many romantic hints. As

a result, the work retained its concert-piece quality, and though Flanigan's considerable talent was appropriately exploited, she did not give us simply a star turn.

Martha Mann's costumes looked like real clothes; this was her auspicious NYCO debut. Also working with the company for the first time, Andrew Jackson designed bright, versatile sets, matching the clarity of the Porter translation and the enunciation of the cast.

William Weaver

## MUSIC IN BLOOMINGTON LEONARD BERNSTEIN

## Effect is not everything

It seemed a perfect idea. Leonard Bernstein, the greatest all-round American musician of the century, would have been 80 this year. Although, since the recorded legacy lives on, there is no need to reassess his conducting skills, his wide-ranging but relatively small body of music – sometimes revised, occasionally ported – does demand constant reconsideration.

He celebrated his association with the Music Faculty of Indiana University in Bloomington, and it was that institution which hosted "Leonard Bernstein: An Eightieth Anniversary Celebration".

Bloomington certainly has the necessary resources. Its 1,000 students enjoy a state of the art opera theatre and concert hall, with a stage as big as that at the Met with all the necessary accoutrements, even though its auditorium is relatively small. But after a few days of the festival my impression was that everything being done here was for the good of the institution's image rather than for genuine educational benefit, properly integrated into the curriculum of the students. Precious few of those attended most of the concerts I went to, with the exception of the 1964 Serenade for violin and orchestra, one of Bernstein's most accomplished works, which was played – superbly – by faculty member Yuval Yaron. He was ably supported by the Chamber Orchestra under the baton of one of Bernstein's later protégés, Michael Morgan, another name to watch.

The other concerts I heard were also impressively accomplished. Bloomington is strong on singers and the soprano Holly Wilson gave a polished, sharply observed performance as Dusha in the one act opera *Trouble in Tahiti* in the Chamber Orchestra concert. In another concert mezzo-soprano David Meyer was both excellent in Arias and Barcarolles, and another mezzo, Janice Hauke, and a bass, Matt Curran, shone

as a reminder of just how marvellous his tune-writing could be.

But perhaps the first two symphonies, *Jeremiah* and *The Age of Anxiety*, given in the opening concert by the Philharmonic Orchestra, the *crème de la crème* of the faculty, under David Effron, do show marks of greatness. Both are impressive achievements and both were magnificently played, with important contributions from another singer, Masako Teshima (studying in New York) in *Jeremiah* and from pianist Bloomington professor Shigeo Neriki in the demanding concerto role in *The Age of Anxiety*.

This concert also included a piece in which Bernstein had no hand, save as provider of the prize money for the Leonard Bernstein Young Composers Competition it has just won. *Drip* by David Mallamud, a 25-year-old Philadelphian, held the interest for a boldness it promised rather than achieved. Owing something to John Adams's variety of minimalism and to the filic language of certain American composers keener on popularity than substance, this work seemed nevertheless to contain the seeds of something more individual. Mallamud has another orchestral commission with a catchy title, *Frenzy*, scheduled for a world premiere at Carnegie Hall in May. I would be intrigued to hear from him a string quartet called *String Quartet*. Even the showman Bernstein would agree that effect is not everything.

Stephen Pettitt

## INTERNATIONAL

## Arts Guide

## AMSTERDAM

**DANCE**  
Het Muziektheater  
Tel: 31-20-551 8911  
Nederlands Dans Theater I: programme of works by Inger, Lightfoot, Kylian and Van Manen; April 21, 23

**OPERA**  
Netherlands Opera, Het Muziektheater  
Tel: 31-20-551 8911  
Olelio: by Verdi. Conducted by Carlo Rizzi in a staging by Klaus Michael Gruber, with a cast led by Vladimir Bogachov; April 22, 25

**BERLIN**  
**DANCE**  
Deutsche Oper  
Tel: 49-30-34384-01  
Tokyo Ballet: in a Maurice Béjart programme comprising Stravinsky's *Le Sacre du Printemps* and *Petrushka*, and Ravel's *Bolero*; April 21

**COPENHAGEN**  
**EXHIBITION**

Louisiana Museum of Modern Art: Humblebeek  
Tel: 45-4919 0719  
[www.louisiana.dk](http://www.louisiana.dk)

The Asian City of the 90s: display focusing on the processes of cultural, political and economic development in Asia, and on the dialogue between East and West; to April 21

## FLORENCE

**CONCERT**  
Teatro Comunale  
Tel: 39-055-211158  
[www.maggioflorentino.com](http://www.maggioflorentino.com)  
Orchestra del Maggio Musicale Fiorentino: conducted by Semyon Bychkov in works by R. Strauss and Brahms, with piano soloist Andrea Lucchesini; April 22, 23

**OPERA**  
Teatro Comunale  
Tel: 39-055-211158  
[www.maggioflorentino.com](http://www.maggioflorentino.com)  
The Queen of Spades: by Tchaikovsky. Conducted by Semyon Bychkov in a staging by Lev Dodin, in a co-production with Netherlands Opera and Opéra National de Paris; April 21, 24

**HOUSTON**  
**OPERA**  
Houston Grand Opera; Wortham Center  
Tel: 713-227 2277  
[www.hgo.com](http://www.hgo.com)  
Resurrection: world premiere of Tod Machover's new opera set in Tsarist Russia, with a foretold by Laura Harrington, Patrick

Summers conducts a staging by Braham Murray, with designs by Simon Higlett; April 23, 25

**LONDON**  
**CONCERTS**  
Barbican Hall  
Tel: 44-171-532 8891  
Plácido Domingo: zarzuela concert, with the Orchestra of the Royal Opera House conducted by Miguel Ros, soprano Ainhoa Arteta and mezzo-soprano Cecilia Diaz; April 25

Queen Elizabeth Hall  
Tel: 44-171-960 4242  
London Mozart Players: Matthias Bamert conducts works by Bach, Beethoven, Mozart, and Michael Nyman. Featuring Bruno Leonardo Gelber on piano, David Juric on violin, and Judith Busbridge on viola; April 22  
Royal Festival Hall  
Tel: 44-171-960 4242  
Philharmonia Orchestra: Christian Thielemann conducts in works by Schumann, Mozart, and Brahms; April 22

**EXHIBITION**  
National Gallery  
Tel: 44-171-839 3321  
Portraits by Ingres: Images of an Epoch: 40 paintings and 50 drawings by the 19th century French painter. Includes major loans from museums in France, the US and elsewhere; then touring to the US; to April 25

**FESTIVAL**  
London Handel Festival  
Tel: 44-181-336 0990  
London Handel Festival: *Metastasio's Gastelg*  
Tel: 44-89-5481 8787  
● European Brass Band Championships; April 24  
● Munich Philharmonic Orchestra: conducted by Manfred Honeck in works by

Handel's opera *Lotario* at the Britten Theatre, with the London Handel Orchestra, conducted by Denys Darlow; Paul Nicholson and soloists from the Royal College of Music (Mar 23-25); concert at St. George's Chapel, Windsor Castle, St. George's Church, Hanover Square and St. Andrew's Church in Holborn; to April 25

**OPERA**  
Sadler's Wells  
Tel: 44-171-833 8000  
The Royal Opera: Paul Bunyan, by Benjamin Britten. Staging by Francesca Zambello, conducted by Richard Hickox (replaced by Chris Willis on April 27); April 23, 25

Los Angeles Philharmonic: conducted by Alan Gilbert in works by Bernstein, Ruggles, John Williams, and Copland; featuring David Breitman on bassoon; April 22, 24, 25

**MUNICH**  
**CONCERTS**  
Philharmonie Gasteig  
Tel: 44-89-5481 8787  
● European Brass Band Championships; April 24  
● Munich Philharmonic Orchestra: conducted by Manfred Honeck in works by

Wolf and Tchaikovsky; April 21, 22, 23

**NAGOYA**  
**EXHIBITION**  
Nagoya/Boston Museum of Fine Arts  
[www.nagoya-boston.or.jp](http://www.nagoya-boston.or.jp)  
Art of the Ancient Mediterranean World: inaugural long-term display of more than 220 objects, ranging from prehistoric Egyptian earthenware to a fresco from Pompeii; to July 15

**NEW YORK**  
**CONCERT**  
Avery Fisher Hall, Lincoln Center  
Tel: 212-875 5030  
[www.lincolncenter.org](http://www.lincolncenter.org)  
New York Philharmonic: conducted by Colin Davis in the world premiere of James MacMillan's *The World's Ransoming*, with English horn soloist Thomas Stacy. The programme is completed by Bruckner's Symphony No. 5; April 22, 23, 24

**EXHIBITION**  
Metropolitan Museum of Art  
Tel: 212-580 5500  
[www.metmuseum.org](http://www.metmuseum.org)  
18th Century French Drawings in New York Collections: highlights of a century of collecting, featuring 100 outstanding examples by 59 artists including Watteau, Boucher and Fragonard; to April 25

**YORK STATE THEATER**  
Tel: 1-212-870 5570  
[www.nycopera.com](http://www.nycopera.com)

Madama Butterly: by Puccini. Conducted by Guido Johannes Rumstädter in a staging by Mark Lamos and costumes by Constance Hoffman; April 22, 24

**PARIS**  
**EXHIBITION**  
Grand Palais  
Tel: 33-1-4413 1730  
Un ami de Cézanne et de Van Gogh: le docteur Gachet (1828-1909). Exhibition devoted to the doctor and painter who was a friend to Cézanne, Pissarro, Monet and Renoir as well as to Van Gogh; then transferring to New York; to April 26  
Musée du Louvre  
Tel: 33-1-4020 5151  
[www.louvre.fr](http://www.louvre.fr)  
Le Pyramide du Louvre à 10 Ans: programme of lectures, walks, concerts and films, celebrating the pyramid's 10th anniversary; to April 21

## COMMENT &amp; ANALYSIS



MARTIN WOLF

## The cost of debt

Private-sector bank lending to emerging markets should be made more costly in order to prevent excessive reliance upon it

The spring meetings of the International Monetary Fund and World Bank in Washington may be a last chance for policymakers to learn lessons from two years of turmoil in emerging markets.

Already, an order returns to financial markets and the afflicted economies begin their slow return to health. The attention of policymakers is beginning to wane. But those who do not learn from experience are doomed to repeat it.

One lesson, now widely accepted, is that adjustable peg exchange rates are very dangerous. Another, as yet insufficiently accepted, is that foreign currency debt is an enormously risky way to finance economic development. Efforts to make these risks more apparent – to “internalise” them, as economists say – would be desirable even if they reduced capital flows.

Indeed, they are desirable because they should reduce these flows.

Unfortunately, a powerful lobby – the creditor institutions – is stoutly opposed to almost all the measures needed to achieve this result. The banks’ position can be judged from recent analyses by the Washington-based Institute for International Finance, the “global association of financial institutions”.

The IIF’s central point is that the 1990s have, in practice, seen a completely different approach to international financial crises from that of the 1980s. In the 1980s, syndicated loans from international banks to sovereign borrowers were the dominant form of financial flow. Consequently, rescue packages included rescheduling and ultimately the writing off of much of the lending. But in the

context of the “more robust and diversified capital markets of the 1990s”, a different and – for the lenders – more satisfactory approach has emerged. This consists of “prompt restoration of confidence and access to private capital markets through policy adjustments backed by sizeable but relatively short-term official financing”.

The IIF’s description of what has been happening is, alas, correct. Then, in keeping with the welcome it gives to this approach, it goes on to argue against virtually any compulsion upon private lenders.

Voluntary agreement is, argues the IIF, preferable to coercion in overcoming the collective action problems attendant upon the creditor rush for the exit. Similarly, it rejects imposed standstills on payment, compulsory rescheduling of loans and lending by international financial institutions to countries in arrears, unless consent from the bulk of private lenders is forthcoming. Again, it opposes the forced incorporation of procedures for the rescheduling of loan contracts at times of crisis.

Yet, while the IIF sets itself against “dirigiste solutions”, it is happy to see governments come forward with money raised – by

dirigiste means – from their citizens. Unsurprisingly, it also sees little or no “moral hazard” in provision of public funds for the rescue packages. It is also happy to see “official sector risk mitigation... on a limited, targeted basis to facilitate a country’s return to the capital market”.

The IIF justifies its support for the present approach and rejection of compulsion or any official action to strengthen the hand of debtors, by arguing that this would increase the cost and lower the supply of lending. Indeed, it specifically refers to the “scar tissue” left behind by the forced reschedulings of the 1980s. These scars, it argues, delayed new lending.

The IIF position is obviously self-interested. It is also cheeky. What it ignores is the pivotal role played by bank lending in causing these crises.

Look at the table. Between 1993 and 1998 net lending by banks accounted for 71 per cent of the increase in total net capital flows and 62 per cent of the increase in private net flows to the 29 most important emerging market economies.

What came in then rushed out: net lending by banks accounted for 110 per cent of the decline in total net flows and 81 per cent of the decline in private net

flows between 1996 and 1998. The swing in the current account of the Republic of Korea between 1996 and 1998 was around 18 per cent of gross domestic product; in Thailand, it was even greater, at 20 per cent of GDP. Such massive external adjustments are inevitably associated with deep recessions and cause mass bankruptcy in the private sector. Yet without the banks there would have been no crisis for the five most affected Asian economies, three-quarters of the net swing in private external finance, between 1996 and 1998, was accounted for by the commercial banks alone.

The banks, in particular, and debt-creating inflows, in general, have therefore been behind all the volatility.

Direct investment has been impressively stable. While the movements of portfolio equity have been more unstable than direct investment, it does at least have the advantage over lending that an outflow generates declining equity prices rather than mass bankruptcy among those who received the money.

Should institutions that bear so much of the blame for the crisis dare to argue for official rescue? Their answer – that rescue guarantees the swiftest possible return to lending – is unpersuasive, not because it is untrue, but because a return to large-scale lending is itself undesirable.

Short-term debt is an intrinsically risky form of finance. In the domestic context, however, the presence of a credible lender of last resort, of tough regulation and of effective bankruptcy procedures helps make the risks manageable. On the international stage, however, there are no equivalent institutions. Even well-developed bankruptcy procedures are unable to cope with the bankruptcy of much of the corporate sector, as has happened in Indonesia.

For fragile emerging economies, in particular, short-term foreign currency debt provided by politically powerful institutions subject to fits of extreme euphoria and panic is more than risky; it verges on the suicidal. The most important

single objective of reform of the financial system should, therefore, be not to maximise the flow of debt-creating international finance. That would be unreasonable, given the costs imposed by reversals of these flows, especially if a country has a sizeable current account deficit.

The aim should, instead, be to increase awareness of the risks. That is why heavy taxes upon short-term capital inflows are sensible. It is also why it is right to insist upon changes in debt contracts that would allow smooth renegotiation of those contracts should circumstances become unexpectedly adverse. In the absence of a lender of last resort or smooth bankruptcy procedures, foreign currency debt has to be made more flexible and easier to renegotiate.

Contrary to the IIF’s argument, what it calls the 1990s approach to financial crises – the combination of large-scale official support with fierce adjustments in borrowing countries – has proved a depressingly unsatisfactory way to run the financial system. The risks of debt-creating finance, particularly from banks, are too great. Instead of accepting the IIF’s assumption that creditors must never be compelled to adjust, that is precisely what those responsible for the international financial system should be seeking, ideally in the initial loan contracts.

Inevitably, enforced changes in contracts that facilitate renegotiation or allow automatic rescheduling, subject to penalties, will reduce the willingness to lend and increase the price of loans. But that is a consumption devoutly to be wished. The sooner those involved internalise the risks, rather than hope, as now, that they can be shifted on to someone else, the better for everyone.

\*Report of the Working Group on Financial Crisis in Emerging Markets, January 1999, Involving the Private Sector in the Resolution of Financial Crises in Emerging Markets, April 1999, <http://www.iif.com/public.htm>.

Martin Wolf@ft.com

How the banks helped create the emerging market crisis  
Net capital flows to 29 major emerging market economies (\$bn)

	1993	94	95	96	97	98
Total	187.6	192.2	289.7	331.6	298.5	195.7
Public	22.5	20.2	40.8	3.6	36.9	52.5
Private: of which	175.1	170.0	228.8	328.2	281.8	143.2
Banks	25.2	43.4	92.5	126.4	36.5	23.1
Other creditors	68.2	30.0	23.4	78.8	88.7	49.4
Direct investment	40.6	67.2	81.4	93.3	116.2	120.4
Portfolio equity	43.2	28.4	24.4	35.7	25.7	24

Source: Institute for International Finance

1993 94 95 96 97 98

Total 187.6 192.2 289.7 331.6 298.5 195.7

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Private: of which 175.1 170.0 228.8 328.2 281.8 143.2

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## FINANCIAL TIMES

Number One Southwark Bridge, London SE1 9HL  
Tel: +44 171-873 3000 Telex: 922186 Fax: +44 171-407 5700

Wednesday April 21 1999

## The world economy turns

Financial markets have calmed; Asia is showing signs of improvement; and the US economy continues to speed away. The International Monetary Fund, in its latest assessment of the world economy, believes that despite Latin America's troubles, these positive developments are the beginnings of a global economic revival. But the road to recovery may not be a smooth one.

The IMF forecasts that world output growth this year will be much the same as last year, at 2.3 per cent. But as the recovery gathers speed, next year's growth should reach 3.4 per cent, equal to the 1990s average.

What could interrupt this process? The IMF identifies two risks. The first is further problems in the emerging markets. Confidence has been returning, but there are still plenty of trouble-spots which could send investors running scared. The Chinese economy is slowing, and fears of a devaluation have not gone away. Brazil remains vulnerable, and Russia continues its plunge into economic chaos.

The second risk stems from the external imbalances that are building up in the world's three major economic blocs - the European Union, Japan, and the US. Growth in the three has been very uneven, partly reflecting the varying boldness of their policy-makers, partly their stage in the economic cycle. The consequence is that the US has played a dominant role in keeping the world

economy moving.

Growth in US domestic demand, fuelled partly by a drop in private savings, accounted for almost half the total growth in world demand and output last year. The US absorbed most of the trade shock from the Asian crisis; this year, it is expected to do the same for Latin America. The result: a current account deficit which the IMF expects to reach \$310bn (3½ per cent of gross domestic product) this year, accompanied by virtually unprecedented levels of net private-sector dissaving. Meanwhile, the euro-zone and Japan are running large current account surpluses. This, as the IMF hints, is not sustainable.

The question is how, and when, these imbalances will be resolved. The IMF believes that adjustment will be gradual. But experience shows that the such corrections, have often been much more rapid, and painful. A knock to equity prices, perhaps combined with a falling dollar, would resolve the imbalances - but at great cost to global stability and US economic growth.

To limit the damage of such a rapid correction, two things would be critical. One is the response of US monetary and fiscal policy. The other is the ability of the EU to take over as the motor of global demand. The message is that in today's unbalanced world economy, policy-makers must be prepared to react quickly to protect global growth.

## Wrong number

The merger being discussed by Deutsche Telekom and Telecom Italia is shaping up as a monster of a deal in more than just the financial sense. Far from creating a global giant, it risks perpetuating industrial dinosaurs, at the expense of the evolution of Europe's telecommunications market. If a deal is agreed, EU competition authorities must be on guard against that danger.

No persuasive industrial rationale has yet been advanced for the plan. It appears to be motivated more by opportunism and defensiveness by two former monopolies struggling uncomfortably to adjust to fast-changing markets. Telecom Italia, which is trying to fend off a hostile bid by Olivetti, seems driven by near-desperation.

That is a poor basis for any merger. All the more so in this case, because the challenge of integrating different corporate cultures will be piled on top of existing pressures to restructure the companies' operations. The tradition of myopic nationalism and government intervention in Europe's telecoms industry will make those tasks no easier.

But even if a merger failed to energise the two companies' performance, it could make it easier for them to stifle competition. European industrial champion strategies still beguile many EU politicians, particularly when large numbers of jobs are

involved. The larger the champion, the more seductive the argument that it is too big to fail - and the stronger the temptation to bend the rules in its favour.

The risk is particularly great in this instance, because the restraints on misguided meddling are so fragile. Effective regulation is essential to open telecoms markets and prevent monopoly abuses. But in Italy and Germany, regulators are still struggling against the political odds to establish their authority. That makes tough EU scrutiny of a merger all the more essential.

It should aim not just to stop unhealthy domination of markets, but actively to free them. As a minimum, a merged group should be required to account separately for - and, if necessary, divest - individual businesses. It should also be compelled to allow competitors unimpeded interconnection with its networks.

Deutsche Telekom and Telecom Italia need to prove that a merger would contribute to a more vigorous market, and not perpetuate obsolete corporate structures and practices. By challenging them to do so, Brussels could also boost the broader cause of reform in Europe, where the emphasis is still too much on making former monopolies less inefficient, rather than on maximising competition and opportunities for market entry.

## Open skies

After yesterday's scheduled meeting between John Prescott, UK deputy prime minister, and Rodney Slater, US transportation secretary, officials from the two countries should finally be able to get down to negotiating a new aviation agreement. Both sides want a new accord by the end of the year before the US gets down to serious electoral campaigning. It has been a long haul, but the outlines of a new agreement - which will replace the restrictive Bermuda II accord - are becoming clearer. There will be no immediate move to open skies; instead the two governments are likely to agree a phased opening of London's Heathrow airport to all US airlines.

The opening of Heathrow is a large concession, because it is something the UK can only do once. The local carriers based there - British Airways, British Midland and Virgin Atlantic - will face far more competition than they do today. Consumers will benefit, but shareholders and employees of the airlines are entitled to ask: what does the US offer in return?

The UK has made two demands that the US opens its domestic aviation market to outsiders and that it abandons its "Fly America" policy, which requires American civil servants to travel on US carriers. The US defence department argues that Fly America is

needed for national security reasons, as it means Washington can requisition US-owned aircraft during times of emergency. But this argument is weakened because foreign alliance partners of US carriers are permitted to carry US public officials too.

Defending the prohibition on foreign carriers operating domestic services, US officials and executives offer the limp excuse that the unions insist on it.

More plausibly, they say lifting both restrictions will require contentious legislation that cannot be enacted by the end of the year. Also, opening the US domestic market will mean lifting the 25 per cent cap on foreign ownership of US airlines. This is best negotiated between the US and the EU, or on a worldwide basis, as other countries' foreign ownership limits will need to be lifted too.

All this is true, but the proposed new US-UK agreement offers a solution. The move towards open skies is likely to be phased in over three to five years. The UK should stipulate that the final opening of its market will occur only when the US has ended its own air protectionism. This would give Washington plenty of time to ensure the necessary legislation is enacted. And by ensuring the full liberalisation of the US market, the UK will have done airline passengers everywhere a favour.

The US defence department argues that Fly America is

## COMMENT &amp; ANALYSIS

## Real test still to come

Brazil has found its feet since the currency crisis. Now it must stick to planned reforms, says Geoff Dyer

If everything goes to plan, Brazil will raise at least \$1bn (850m) in the international bond markets on Friday, just three months after the country was plunged into a currency crisis in January. The bond issue will be the most striking proof yet of the rapid recovery in the fortunes of Latin America's largest economy.

The turnaround in the currency market has been dramatic. In early March, when the Real was trading at R\$2.20 to the dollar, a devaluation of 45 per cent, many Brazilians were near despair at the prospect that a weakening currency would soon beget high inflation.

Just over a month later the Real is at around R\$1.70, following an inflow of short-term funds, and some economists are even suggesting that the currency is now too strong and should be encouraged to depreciate a touch to give more of a boost to the country's exports.

It is astonishing to remember just how close to meltdown Brazil came. For several weeks from late January to early March, the economy was walking a narrow tightrope. President Fernando Henrique Cardoso admitted last weekend that he thought his anti-inflationary reform plan might be dead on January 29, when a small run on the banks began. The turnaround in confidence came just in time.

Brazil's rehabilitation has been remarkably rapid. Mexico was shut out of the international bond markets for six months following its currency crisis in December 1994. South Korea had to wait nearly five months before launching a bond issue after it threatened to default on its foreign loans in December 1997.

The rapidity of Brazil's rebound has been based on several factors. First, it has benefited from the relative strength and solidity of its banking sector. During the Asian crisis, devaluation whiplashed the real economy in many countries because of banking collapses. In Mexico, failing banks exacerbated the surge in inflation.

With hindsight, Brazil was lucky to experience a banking crisis in 1995-96 during a period of relative market calm. The government took that opportunity to force shotgun marriages on several struggling large banks, while encouraging the entry of foreign banks. Although two small banks faced problems during the crisis, the system as a

## Time to celebrate?

Real GDP growth

Soviet index

Current account balance

Brazilian real

Argentina

Brazil

Mexico

Peru

Chile

Colombia

Argentina

Brazil

Mexico

Argentina

Brazil

Argentina





## NEWS DIGEST

## AUSTRIA

## Erste dividend signals no gain in banking margins

Erste Bank, Austria's second biggest bank, yesterday left its dividend unchanged amid mounting evidence that the recent consolidation in Austrian banking has not prompted improvement in Austrian banking margins. Erste Bank, which merged with Girocredit in 1997, said its final results were identical to preliminaries and the shares ended €0.30 higher at €4.60. It increased its net profit after minority interests by a third in 1998. However, much of the improvement reflected lower bad debt charges and the group's cost-income ratio fell only marginally to 73.3 per cent and 67 per cent by the year 2,000. One of the main problems is that Erste's retail banking margins of 1.4 per cent are less than half those of UK banks and there is no sign of any recovery despite the merger of its biggest competitor, Bank Austria, with Creditanstalt. William Hall, Zurich

## SANITARY TECHNOLOGY

## Geberit plans June IPO

Geberit, a Swiss sanitary technology company, yesterday said it had increased earnings before interest, tax and depreciation by 25 per cent to SF204.6m (\$136m) in 1998 on an 8 per cent increase in sales to SF1.1bn. The group, which was acquired by Doughty Hanson, the UK leveraged buy-out company two years ago, confirmed yesterday that it would launch an initial public offering in June. Credit Suisse First Boston has been appointed global co-ordinator and financial adviser. Geberit, which began making lead-lined wooden toilet cisterns in 1905, is the only pan-European supplier of sanitary technology which accounts for around 45 per cent of the €22bn western European sanitary ware market.

Over the last decade Geberit sales have grown at a compound annual rate of 9.7 per cent and its earnings before interest, tax and depreciation have grown by 12.6 per cent a year. William Hall

## BANKING

## Rabobank, Robeco in merger

Netherlands-based Rabobank and the Robeco asset management group in which Rabobank has a 50 per cent stake are to merge their private banking and trust activities with a view to strengthening services for wealthy individuals in Europe and Asia. The merged entity, named Rabo Robeco Bank, hopes to double the F1 19bn (€8.62bn, \$9.15bn) under management within five years. Rabo Robeco Bank will become a subsidiary of Rabobank Nederland, employing 450 people in 13 countries. Thomas van Rijckevorsel of Rabobank, the new group's managing director, said the merger would enable it to offer a wider range of products to clients. Frances Williams, Geneva

## COMPANIES &amp; FINANCE: EUROPE

## Engaged to be married but doubts arise

Alan Cane and Ralph Atkins look for synergies in the Deutsche Telekom merger plan

As the board of Telecom Italia were locked in talks yesterday on merging with Deutsche Telekom, outsiders were increasingly questioning the industrial logic of the deal. Telecom Italia would benefit immediately through being relieved of the burden of fighting off the €550m hostile bid from Olivetti. Its much smaller Italian competitor, further down the line, however, it is difficult to see what synergies could be achieved.

Ron Sommer, Deutsche Telekom's combative chairman, nevertheless bristles at suggestions that his acquisition strategy is opportunistic. "We have projects in mind," he said. "We know what we want and the circumstances have to be right, and we cannot always guarantee that acquisitions will be made in the order we would like."

The deal, which values Telecom Italia's voting shares at €12.72, would create the world's biggest telecoms operator with a market capitalisation of about \$16bn in a planned "merger of equals".

Mr Sommer's determination to accelerate the German group's international moves has been obvious for some time. Since the

Karel van Miert, European Competition Commissioner, said yesterday that Deutsche Telekom and Telecom Italia would probably face an in-depth EU regulatory probe if they merged. Reuters reports from Brussels.

Mr Van Miert stressed that he was concerned about the effect on competition of any merger between the two former telecoms monopolies, particularly since the German group is already allied with France Telecom. The German and French giants have 2 per cent cross-shareholdings in each other and are partners in the Global One telecoms joint venture with Sprint Corp of the US.

Mr Van Miert also singled out the situation in Austria where Deutsche Telekom and Telecom Italia are active, and the Wind joint venture in between Deutsche Telekom and France Telecom. "Competitors will be very interested. It is likely there will be complaints... so I would be very surprised if there were no objections," Mr Van Miert said.

start of 1998, when the German market was fully liberalised, the operator has been losing a spectacular amount of market share to new, more agile competitors. As much as 30 per cent of the long-distance market has gone to new rivals.

The development of innovative products and services and rapid expansion abroad represents Deutsche Telekom's best hope of restoring healthy turnover and profits growth.

So far, however, its most ambitious international moves have been taken in conjunction with France

Telecom with which it has a growing relationship including agreements to work together on advanced technologies.

In addition to Global One, an alliance with France Telecom and Sprint of the US aimed at providing services to multinational customers, there is the newly opened fixed wire service, Wind, in Italy, Metrolink, another fixed wire operator in Switzerland.

Analysts are puzzled that the German company appears to be prepared to abandon these ventures for

the alliance with Telecom Italia.

Karel van Miert, the European competition commissioner, is unlikely to countenance a three-way alliance.

Telecom Italia has so far failed to form international alliances, most notably in an ill-considered venture last year with Cable and Wireless of the UK.

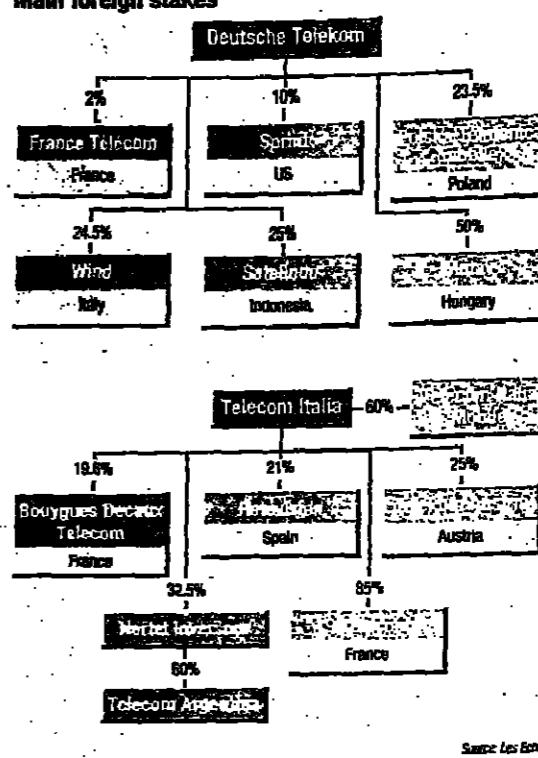
It is easier to point to reasons why the venture should not work than to its strategic advantages, but there are some questions to be answered. First there is the issue of leadership. Both Ron Sommer and Enrico Bernabei, Telecom Italia chairman, are determined and independent individuals. Will they be able to work together?

Second, does the marriage of two partners with problems at home make for success abroad?

Deutsche Telekom has some assets in the Asia-Pacific region and Telecom Italia has strength in South America, but it hardly amounts to operational synergies.

Deutsche Telekom and France Telecom were jointly building a modern European network based on internet technology which would have enabled the two groups to have cut costs significantly.

## Main foreign stakes



Source: IHS

its domestic market. Only now have the rules been relaxed enough to allow it to seek a broader international role.

There are suggestions that Deutsche Telekom is interested in acquiring the mobile network One-2-One in the UK and possibly Sprint in the US. The merged company could provide the core of such a global colossus.

## Arnault raises Yquem stake

By David Owen in Paris

LVMH, the French luxury goods group chaired by Bernard Arnault, yesterday said it had secured 61 per cent of Château d'Yquem, arguably the best white wine in the world.

The announcement appears to end a protracted battle for control of the prized Sauternes that erupted in late 1996 and turned into a bitter battle between Mr Arnault, personalizing the forces of big capitalism, and supporters of family-owned national treasures.

It also provides LVMH with the perfect fillip in the run-up to a critical court case, starting tomorrow, that could determine the outcome of another high-profile battle - the one for Gucci, the Italian fashion group. This has pitched Mr Arnault against François Pinault, an equally aggressive and well-known figure who is probably France's richest man.

Yesterday's deal is understood to value the winemaker at about FF1bn.

LVMH said it had concluded an agreement with the de Lur-Saluces family giving LVMH 64 per cent of Château d'Yquem. Through the acquisition, Château d'Yquem would become a limited company with Count Alexandre de Lur-Saluces as president of the administrative council.

Count Alexandre de Lur-Saluces, previously opposed to a deal, said he and Mr Arnault were in "complete agreement" on future plans for Yquem.

Last December, a court in Bordeaux confirmed LVMH's ownership of 37.5 per cent of the winemaker. The group's other wine and champagne brands include Moët & Chandon, Dom Pérignon and Krug.

Famed for making only one glass of wine from each vine because of its painstaking methods, Yquem produces some 30,000 bottles a year. It has a heritage dating back more than 400 years. The domain encompasses over 450 acres.

## SILICON METALS NORWEGIAN GROUP IS REVIEWING ITS OPTIONS

## Elkem plans to expand outside its core areas

## Lower prices hit group's results

Elkem, the Norwegian metals producer, yesterday reported a 24 per cent fall in first quarter profit from Nkr202m to Nkr153m (\$19.6m) on relatively unchanged sales of Nkr2.6bn due to lower prices in its manganese and chrome, ferro-silicon and materials businesses, writes Valeria Sköld in Oslo.

The Norwegian company recently shed nearly a quarter of its future revenue through the Nkr25m (\$25m) sale of its manganese operations in January to Eramet of France. With the cash deal due to be completed this quarter, Ole Enger, Elkem chief executive, has already started outlining his plans.

In an interview with the Financial Times, Mr Enger said Elkem was about to hire a large investment bank to help it spend the proceeds outside its existing core businesses, preferably in non-cyclical areas.

"The discussions we are having are about what our competence really is and in which industry we can really add value to the eventual new business," he said.

The company is keeping its cards close to its chest. But it is open in the long term to both one investment related to its core businesses or several investments further away from its current specialties, Mr Enger said.

It is considering new investments in the process industry and businesses related to microsilicon and carbon materials, its highest growth business.

The company is also considering an expansion of its Søgne power plant in Norway and a joint venture project to build a Nkr4.5bn gas-fired power plant in Skogn, Norway, known as Industri Skogn Midt-Norge.

Analysts are concerned that the company will siphon off its new-found cash from the Eramet deal toward the Skogn power plant or its Nkr265m in net interest-bearing debt.

Mr Enger and Elkem was considering paring down part of its liabilities as one of two short-term alternatives, which includes possibly buying back up to 10 per cent of its shares for Nkr600m.

The company does not foresee proposing an extraordinary dividend, nor allocating all of money from the Eramet deal towards the Skogn power plant or to immediately payment all of its net debt.

So far, Elkem has only definitely decided to invest part of the Nkr2bn from the Eramet sale in bonds, with the help of an external fund manager. The long-term investment decision will not come for at least six months.

Elkem  
Share price (\$)  
160  
140  
120  
100  
80  
60  
40  
20  
0

Source: Datamonitor  
1997 98 99

## CME faces loss of Czech licence

By Robert Anderson in Prague

Central European Media Enterprises (CME), the troubled Nasdaq-listed television group, is in danger of losing the licence for its eight TV stations in eastern Europe.

Vladimir Zelezny, general director and licence holder of Nova TV, CME's dominant Czech station, has threatened to deny CME permission to use his licence after it sacked him on Monday for exceeding his authority and harming Nova's interests.

Mr Zelezny, who controversially uses his own TV show to attack critics, said: "I hope we don't have to take these extreme steps but

we are prepared to build a new station, this time with our American partners."

The news prompted Moody's, the rating agency, to lower its rating of CME's senior notes due from 2004 to B3 to Ca3.

The dispute could also affect the \$65m sale of CME to SBS, the Nasdaq-listed TV and radio company, announced last month. The enlarged SBS will be the biggest TV company in Europe by audience, with 18 TV stations and 12 radio stations in 12 countries.

Harry Sloan, SBS chairman, yesterday backed CME but said he was not optimistic about a quick resolution.

"We're hopeful that the Nova frequency will still be

available but if not we believe we can operate the station on a different frequency," he said.

"We have until the end of the year to close the merger and CME has the time to sort this out."

Mr Zelezny had been in negotiations with CME for several months to redefine the relationship between his licence company, CET 21, and the station's operating company, CNTS, owned by CME.

In what CME sees as a preliminary move to starting up on its own after five years of co-operation, Mr Zelezny transferred the rights to buy and sell programmes from CNTS to AQS, a company of unknown ownership.

He also issued an unconditional guarantee from CNTS to AQS and told international film and TV studios to contact it instead.

CME says that when it discovered this it sacked Mr Zelezny as head of CNTS and yesterday refused him entry to Nova's headquarters.

CME is also threatening legal action because it says Mr Zelezny is under contract to respect existing business relationships and not set himself up in competition.

Novo made a gross profit of \$55m last year. CME, controlled by Ronald Lauder, the head of the Estée Lauder cosmetics fortune, reported a loss of \$125m after problems with its Polish and Hungarian ventures.

PLIVA d.d.  
The Management Board

The Management Board of PLIVA d.d. (the "Company") at its meeting held on 12 April 1999 convened a meeting of the

**GENERAL ASSEMBLY**  
of

**PLIVA d.d.**

The meeting of the General Assembly shall take place at Kucea 2, Zagreb - Hotel "Sheraton", on 3 June 1999, at 1 p.m.

**Agenda:**

1. Presentation of the financial report of the Management Board for the business year 1998.
2. Presentation of the report of the Supervisory Board on supervision of Company's activities in the business year 1998.
3. Proposed resolution on distribution of 1998 profit including the dividend to shareholders.
4. Approval of the accounts of the Management Board and Supervisory Board upon presentation of the report for the business year 1998.
5. Relief of duty of members of the Supervisory Board due to the expiry of their term of office.
6. Election of the Company's Supervisory Board members.
7. Proposed resolution on remuneration of the Company's Supervisory Board members.
8. Approval of the Company's annual accounts.
9. Amendment to the Articles of Association.
10. Resolution of the General Assembly.
11. The report of the Company's Management Board for the financial year 1998 presented by the Management Board.
12. The report of the Company's Supervisory Board on supervision of the Company's activities in the business year 1998.
13. The report of the Company's Management Board for the financial year 1998 presented by the Management Board.
14. The report of the Company's Supervisory Board on supervision of the Company's activities in the business year 1998.
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## COMPANIES &amp; FINANCE: EUROPE

## SG, Paribas step up BNP bid fight

By Clay Harris, Banking correspondent, Paris

Société Générale and Paribas, the French banks hoping to conclude a friendly merger, yesterday stepped up their war of words against the hostile bids for both of them from Banque Nationale de Paris.

The development came ahead of a key ruling, expected tomorrow, on the timing of the competing offers.

Daniel Bonton and André Lévy-Lang, chairmen respectively of SG and Paribas, denied reports that they had expressed an interest to Claude Bébér, chairman of the Axa insurance group, in a possible retail banking link with BNP before its hostile

bids were announced on March 9. Axa is an important shareholder in BNP and Paribas. Mr Bébér, who sits on all three boards, supported the SG Paribas deal before shifting sides after BNP made its move.

Recounting their contacts with Mr Bébér and Michel Pébereau, BNP chairman, in late February down to the time and place of each meeting, Mr Lévy-Lang and Mr Bonton said it was Axa which had raised the possibility of a link with BNP in meetings on February 10 and 23. They rejected the idea on February 27 in a telephone call from a car on the way to London's Heathrow Airport.

They have shunned any further contact with BNP

since it launched its bids. Christian de Lahiffre, the bank's financial adviser, said any such talks would give "a misleading signal" since there was "no room for discussion".

The growing bitterness between the two sides was demonstrated yesterday when Jean-Jacques Ogier, SG head of retail banking, predicted a "completely unmanageable situation" if BNP won. He said: "How can you expect people to work together after they have fought against each other for months?"

The battle is likely to drag on for some time, with the conclusion unlikely before July. The Conseil de Marchés

Financials, the financial markets regulator, may bring some clarity tomorrow with a ruling on the provisional calendar for the competing bids.

Mr Lévy-Lang said the "least bad" option was to close the competing bids for Paribas first and simultaneously, and then have BNP and SG shareholders decide what to do once, and if, that outcome was clear.

The CMF, however, may give only provisional guidance tomorrow and its rulings are in any case subject to appeal. SG and Paribas have already appealed against its allowing the BNP bid to proceed, in a case due to be heard on June 1.

SG and Paribas yesterday

continued to stress their two main arguments against the BNP solution: that a three-way banking merger was unprecedented and too complex, and that the overlaps between BNP's and SG's French retail networks would result in lower revenues without compensating cuts in costs.

Mr Bonton estimated that French retail revenues would fall by €230m (\$344m) a year, up to 5 per cent of the current combined total. On the subject of cost reductions without domestic job cuts, Mr Ogier said: "Either BNP is lying to the shareholders or they're lying to the staff. Either way, we are going into a messy situation."

INTERVIEW CLAUDIO SPOSITO, HEAD OF THE ITALIAN GROUP, OUTLINES PLANS FOR ITS TRANSFORMATION

## Fininvest to focus on European media sector

By Paul Betts in Milan

Fininvest, the holding company of Silvio Berlusconi, the former Italian prime minister, is planning to transform itself into a pan-European media and entertainment conglomerate to rival large US media and entertainment groups such as Time Warner, Disney and Viacom.

Claudio Sposito, a former Morgan Stanley banker who took over six months ago as Fininvest chief executive, said the Italian group had a two-year window to develop a strong European presence to reduce its heavy dependence on its domestic market.

He said Italy still accounted for about 90 per cent of Fininvest's extensive operations ranging from its Mediaset commercial television activities to the Mondadori publishing house, the Medusa film production and the AC Milan football club.

"Our group cannot grow any more in Italy," Mr Sposito said. "Our next step is to expand in Europe where there is room for one or two

media and entertainment majors. We want to be one of them. But we have to move quickly before the big US majors step in," he said.

A significant first step in this strategy endorsed by Marina Berlusconi, the daughter of the former prime minister and deputy chairman of Fininvest, was achieved last month with Mediaset's alliance with Germany's Kirch group to form a new European commercial television network.

With commercial television operations in Germany, Italy and Spain, the partners now intend to attract French and UK partners to the new venture.

Mr Sposito said the group at this stage was focusing on commercial television although it maintained a foothold in the pay-TV market with its 10 per cent stake in Telepiù, the Italian pay-TV network controlled by France's Canal Plus.

Pay-TV still constituted a financial risk. It was significantly cash negative while commercial television throughout Europe was cash positive.

At this stage, Fininvest was more interested in expanding in so-called "new media" such as the internet which, like pay-TV, were also cash negative but on a much lower scale than pay-TV.

Mr Sposito believed there was a "real" convergence between these new media and traditional media.

The company is planning to spend \$100m-\$150m over the next few years to become a leader in Europe.

"I feel we are late, but Europe is late. If we move quickly we can catch up," said Mr Sposito.

Fininvest is also encouraging its Mondadori group, Italy's leading publisher, to expand in Europe.

It is also moving on the domestic market to reinforce its film production and distribution business by developing a series of large multiplex cinema centres in competition to US companies.

Mr Sposito said that the group planned to invest L400bn-L450bn (€207m, €232m, \$220m-\$248m) to build 20 multiplex cinemas



Claudio Sposito: group cannot grow any more in Italy Reuters

in Italy over the next three years.

Its Italian Blockbuster video rental joint venture with Viacom has meanwhile grown rapidly in the past three years with more than 1.2m subscribers.

Mr Sposito also expected Fininvest's "Pagine Italia" telephone directory start-up

## SHIPBUILDING DISPOSALS WOULD INCLUDE PHILADELPHIA UNIT

## Kvaerner 'obliged' to sell US shipyard

By Valeria Skold in Oslo

Nkrilbo in pre-tax profits by

French yard Chantiers de l'Atlantique, analysis said.

Otto Solberg, chief executive of Aker Yards, declined to comment on a deal that would double its size to

create a shipbuilding group with more than Nkr13bn in

revenues and 9,000 employees. However, both

Kvaerner and Aker RGI chief executives admitted recently to holding talks on a possible combination within shipbuilding.

Aker is considering selling its stake in Scancem, a Swedish cement company, and Aker Maritime, its Norwegian oil service unit, and could raise enough cash to buy Kvaerner's German and Finnish yards together with the Philadelphia yard.

Aker Yards, a shipbuilding unit of the Norwegian industrial holding company Aker RGI, is now regarded as a likely candidate, ahead of Fincantieri of Italy and the

French yard Chantiers de l'Atlantique, analysis said.

Kvaerner, the loss-making Anglo-Norwegian industrial engineering group, revealed yesterday that it was under an obligation to dispose of its Philadelphia shipyard in a package with its shipyards in Finland and Germany.

Kvaerner, which announced last week a complete withdrawal from its core shipbuilding business along with a massive restructuring plan, said it would need to dispose of the former US naval shipyard together with Kvaerner Masa-Yards in Finland and Warnow Werft in Germany, to honour obligations to US authorities under a \$430m revitalisation area project.

Kjell Almskog, new Kvaerner chief executive, pledged last week to dispose of all of its 13 yards within one year as part of a strategy to reduce debts by Nkr7bn (\$899m) and to achieve

poor business conditions in South America to continue.

The company lost 40 per cent of total sales in the region in the first quarter. He also urged some caution towards the US market where he said growth was consumer driven, with little investment in engineering. In the three months to March 31, pre-tax profits fell from Nkr881m a year earlier to Nkr557m (\$66.5m). Sales fell from Nkr1.1bn to Nkr7.55bn with operating margins down from 12.9 per cent to 9.4 per cent.

Atlas Copco blamed the profit decline on falling sales, a poor product mix and delivery problems at its main compressor division. It said most volume had been lost in high-margin products such as oil-free compressors. Giulio Mazzalupi, chief executive, said business confidence in Germany remained weak and the German market was setting the tone for the region. He expected the "extremely

poor business conditions" in South America to continue. The company lost 40 per cent of total sales in the region in the first quarter. He also urged some caution towards the US market where he said growth was consumer driven, with little investment in engineering. In the three months to March 31, pre-tax profits fell from Nkr881m a year earlier to Nkr557m (\$66.5m). Sales fell from Nkr1.1bn to Nkr7.55bn with operating margins down from 12.9 per cent to 9.4 per cent.

Operating profits in the compressor division fell from Nkr807m to Nkr390m. The introduction of a new computer system hit the company's ability to deliver products. Mr Mazzalupi said this had led to a larger than normal backlog of orders at the end of the first quarter.

In the rental services division, which includes Prime Service, the US rental equipment company acquired by Atlas Copco in 1997, profits fell from Nkr97m last time to Nkr83m. The company said there had been pressure on rental rates as well as a loss of momentum in sales due to the reorganisation of US operations caused by the Prime acquisition.

Johan Trocmé, an analyst with Goldman Sachs, said Atlas Copco had clearly signalled a cyclical weakness in the first half. However the market had not expected some of the one-off costs that had been incurred in the first quarter.

Atlas Copco's most traded A share closed down Nkr17 at Nkr220 in Stockholm.

CHASE

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Combining outstanding relationships  
and capabilities, Chase is now  
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YANKEE DEBT UNDERWRITING FIRST QUARTER 1999 FULL CREDIT TO BOOK MANAGER			
RANK	MANAGER	VOLUME (\$B)	MARKET SHARE %
1	MERRILL LYNCH	24.83	28.1%
2	CHASE SECURITIES INC.	23.02	23.7%
3	SALOMON SMITH BARNEY	14.06	15.9%
4	BANK OF AMERICA	7.50	8.5%
5	MORGAN STANLEY DEAN WITTER	4.78	5.4%
6	CREDIT SUISSE FIRST BOSTON	3.93	4.5%
7	GOLDMAN, SACHS	3.46	3.9%
8	LEHMAN BROTHERS	2.98	3.4%
9	J.P. MORGAN	2.92	3.3%
10	WARBURG DILLON READ	1.06	1.2%

Source: Securities Data Company, Yankee Bonds (Public+144A)

From number nine just two years ago to number two today,  
Chase is the fastest growing lead manager in the Yankee bond business.

This achievement complements our number two position overall  
in U.S. high grade corporate debt. Our single-minded focus on serving  
our clients means you will have the resources, distribution strength  
and award-winning research to succeed. In this market. Or any market.

Chase. The right relationship is everything.

Who do the world's leading technology companies turn to?

\$20,000,000,000  has agreed to merge with Lucent Technologies  Pending	\$11,700,000,000  has agreed to be acquired by Tyco International Ltd.  Pending	\$9,100,000,000  has acquired Bay Networks Inc.  September 1998	\$3,600,000,000  has agreed to be acquired by Computer Associates  Pending	\$2,100,000,000  has agreed to acquire Reltec Corp.  Pending	\$1,635,000,000  Leveraged Recapitalization Pending Undisclosed has sold its GartnerLeming subsidiary to Harcourt General, Inc. August 1998	\$1,100,000,000  has divested its diagnostics business to Bayer  December 1998
\$1,006,000,000  has agreed to merge with BankAmerica Corp.  Pending	\$1,000,000,000  has divested Cendant Software to Havas SA  January 1999	\$801,000,000  has agreed to acquire VLSI Technology, Inc.  Pending	\$795,000,000  has merged with Inacom Corp.  February 1999	\$493,000,000  has acquired MEMCO Software Ltd.  March 1999	\$455,000,000  has agreed to acquire the power device semiconductor business of Samsung Electronics  Pending	\$340,000,000  has been acquired by Nortel Networks  April 1999
\$315,000,000  has been acquired by Alcatel  December 1998	\$250,000,000  has been acquired by FORE Systems, Inc.  September 1998	\$133,000,000  has acquired BuyDirect.com  February 1999	\$133,000,000  has acquired WhoWhere?, Inc.  August 1998	\$125,000,000  has agreed to be acquired by Nokia  Pending	Undisclosed  has agreed to acquire Redstone Communications Inc.  Pending	Undisclosed  has agreed to acquire Castle Networks Inc.  Pending
\$4,500,000,000  Software expertise by design. Credit Facility  March 1999	\$850,000,000  Zero Coupon Convertible Subordinated Debentures  March 1999	\$490,000,000  Zero Coupon Convertible Subordinated Debentures  August 1998	\$400,000,000  Unsecured Recapitalization Financing  Pending	\$400,000,000  High-Yield Notes  November 1998	\$350,000,000  Spinout Financing  December 1998	\$264,000,000  Common Stock  January 1999
\$238,050,000  Common Stock  October 1998	\$172,040,000  Common Stock  December 1998	\$158,969,375  Common Stock  January 1999	\$144,900,000  Initial Public Offering  April 1999	\$100,000,000  Senior Unsecured Revolving Credit Facility  September 1998	\$80,500,000  Initial Public Offering  March 1999	\$74,625,000  Common Stock  July 1998
\$73,600,000  Initial Public Offering  February 1999	\$70,500,000  Common Stock  February 1999	\$63,300,000  The Software Simplifiers Convertible Subordinated Notes  November 1998	\$57,000,000  Common Stock  January 1999	\$53,130,000  Initial Public Offering  February 1999	NLG 93,599,994  Initial Public Offering  November 1998	\$40,000,000  Initial Public Offering  February 1999

Credit Suisse First Boston

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This announcement appears as a matter of record only.

NEW ISSUE

April 8, 1999

US\$144,900,000



## USinternetworking, Inc.

6,900,000 Shares  
Common Stock

NASDAQ Symbol: "USIX"

Price US\$21 Per Share

Prior to the offering there had been no public market for these securities. USinternetworking, Inc. implements, operates, and supports packaged software applications that can be accessed and used over the Internet. These Internet Managed Application Provider services are based on packaged applications from leading software vendors and are designed to meet the needs of middle market companies for business functions such as sales force automation, customer support, e-commerce, and human resource and financial management.

Credit Suisse First Boston

Bear, Stearns & Co. Inc.

BT Alex. Brown  
Incorporated

Legg Mason Wood Walker  
Incorporated

BancBoston Robertson Stephens

CIBC Oppenheimer

Goldman, Sachs & Co.

Hambrecht & Quist

Invesco Associates, Inc.

PaineWebber Incorporated

Charles Schwab & Co., Inc.

Everen Securities, Inc.

Ferris, Baker Watts

Incorporated

Friedman, Billings, Ramsey & Co., Inc.

Jenney Montgomery Scott Inc.

Johnston, Lemon & Co.

Incorporated

Kaufman Bros., L.P.

John G. Kimball & Company, Inc.

McDonald Investments Inc.

Needham & Company, Inc.

Brad Peery Inc.

SoundView Technology Group

C.E. Unterberg, Towbin

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April 8, 1999

US\$140,000,000

**beyond.com™**  
*The Software Superstore*

4,000,000 Shares  
Common Stock

NASDAQ Symbol: "BYND"

Price US\$35 Per Share

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Donaldson, Lufkin & Jenrette

BancBoston Robertson Stephens

C.E. Unterberg, Towbin

BT Alex. Brown

Incorporated

Hambrecht & Quist

Invesco Associates, Inc.

PaineWebber Incorporated

Charles Schwab & Co., Inc.

U.S. Bancorp Piper Jaffray

Werbush Dillon Read LLC

Wedbush Morgan Securities

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BOSTON

## COMPANIES &amp; FINANCE: ASIA-PACIFIC

PHARMACEUTICALS MOVE TO CREATE COUNTRY'S BIGGEST SUPPLIER FOLLOWS SIMILAR CONSOLIDATION AMONG DRUGS GROUPS

## Japanese wholesalers announce merger plan

By Paul Abrahams in Tokyo

Three Japanese pharmaceutical wholesalers yesterday announced they would merge, creating the biggest supplier in the Japanese market with sales of Y83bn (US\$7.4bn).

The move by Kuraya, the country's second biggest wholesaler, Sanseido, the fourth largest, and Tokyo Pharmaceutical, follows sim-

ilar consolidation among Japanese drug wholesalers whose margins have been hit by healthcare reforms. Similar consolidation has taken place in Europe and the US where wholesalers have been squeezed between purchasers and manufacturers.

Takashi Yamada, president of Sanseido, will become chief executive of the new group, which will

have a market capitalisation of about Y14,000bn. Sanseido's shares will continue to be quoted and the new entity will be called Kuraya Sanseido. The deal is expected to be concluded by April next year.

Mr Yamada said: "The pie is getting smaller and profits will not grow in this environment. It is becoming necessary to seek greater volume and reduce costs." The

deal should give the new group greater geographical reach – though not a true national network – and about 16 per cent market share. All 6,500 staff would continue to be employed at the merged entity.

Last April Suzuki, the country's leading wholesaler, merged with Akiyama, the biggest supplier in Hokkaido, northern Japan. In October, Nippon Shoji

Kaisha merged with Showa Pharmaceutical to create the country's third largest group, called Azzew Shionogi, a drug company, plans to merge its 11 wholesales to subsidiaries.

"The consolidation of this still fragmented industry is inevitable," said Martin Reeves, a vice-president at Boston Consulting Group in Tokyo. "No companies have the economies of scale that a

truly national network would create, manufacturers are squeezing wholesale margins, and few can afford to invest adequately in information technology," he said.

All three groups have strong links with Takeda, the country's biggest drugs maker, which owns 22.5 per cent of Sanseido, 2.8 per cent of Kuraya and 71.9 per cent of Tokyo Pharmaceutical.

## BASF pursues growth with deals in Japan

By Paul Abrahams in Tokyo

BASF, the German chemicals conglomerate, intends to conclude a series of deals in coming years to reinforce its Japanese operations, according to Dietmar Nissen, president of BASF Japan.

"Building through organic growth takes a long time in Japan. Although the recession is beginning to loosen traditional ties, market shares remain extremely stable," said Mr Nissen.

"But there are now opportunities for mergers and acquisitions that simply did not exist a few years ago," he added.

Many chemicals groups were heavily indebted and looking to raise cash, he added. Others were realising they did not have critical mass in certain businesses such as pharmaceuticals.

"Japanese executives are not knocking at your door. If you wait for them to come to you, nothing would happen, but they are looking seriously at restructuring and that presents possibilities," he explained.

Mr Nissen denied Japanese press speculation that BASF was interested in buying one of the big groups such as Mitsui Chemicals, the country's second biggest chemicals entity.

"Two CEOs don't meet, exchange views, point out that one business would fit better with the other and then after a few months of negotiation over price sell the business," he said.

"It just doesn't work that way."

## Tate &amp; Lyle faces Vietnam loss

By Jonathan Birchall in Hanoi

Tate & Lyle, the UK sugar group, is facing the prospect of at least two years of losses at its newly opened \$35m joint-venture sugar processing plant in northern Vietnam after the failure of efforts to secure adequate supplies of sugar cane from local farmers.

The plant, in the poor province of Nghe An, is Tate & Lyle's largest single investment in Asia and the company's first venture into developing a green-field sugar processing plant.

The project is backed by a \$20m concessionary loan

from the International Finance Corporation, and is also the largest single investment by a British company in Vietnam.

The facility was officially opened in January, but ceased cane crushing operations last month after processing only 64,000 tonnes of cane.

Tate & Lyle, which holds a controlling 42 per cent share in the plant, had planned to secure up to 360,000 tonnes of cane in the current season from hundreds of small-holders in the district around the factory, with plans to handle 800,000 tonnes of cane annually.

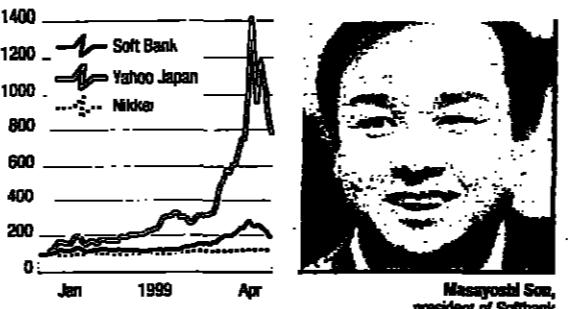
The shortfall partly reflects the effects of a two-year drought which has significantly reduced both local cane production and yields throughout the region. However, the Tate & Lyle plant also lost out in the competition for the limited supplies of cane available, in a way which the company's critics say reflects a failure to understand local political and economic complexities.

Although the Nghe An provincial government holds a 30 per cent stake in the factory, local officials instructed farmers, who had received start-up funding from Tate & Lyle, to sell their cane instead to two state-owned processing plants in the province.

In addition, some 2,000 unlicensed household-scale processing plants in the surrounding districts have continued to buy cane directly from local farmers, despite earlier assurances from the province that these would be shut down once the Tate & Lyle plant began operations.

Tate & Lyle also encountered resistance to its attempts to pay for cane through accounts held by local farming co-operatives, rather than direct to the farmers, who distrust both banks and local officials.

Softbank, Yahoo Japan and Nikkei 225 Average  
Stock prices and index (rebased to 100)



## Softbank set for online investors

Japanese group has structures in place to offer financial planning after deregulation

By Alexandra Nusbaum in Tokyo

When Japan deregulates trading commissions in October, Softbank, the Japanese internet group, plans to be fast out of the virtual gate. The company is constructing an intricate online financial services network to educate and support investors and encourage them to invest over the internet.

Softbank has brought together an extraordinary combination of resources that make it well positioned compared with other Japanese companies planning to sell financial services over the internet.

Japanese brokers have also been known to "churn" portfolios, engaging in over-active trading to boost commissions. Japanese investors think mutual funds are short-term trading vehicles, because brokers urge them to buy and sell frequently," said Mr Kitao.

Other companies are waiting for brokerage licences, developing back-office capabilities, contemplating call centres and gathering online trading know-how. Softbank has already acquired, imported and constructed these elements.

The cornerstone of its network is E\*Trade Japan, which Softbank hopes will replicate the success of the US-based electronic trading company E\*Trade. Online investors have flocked to E\*Trade US, which currently has 650,000 accounts.

The framework for E\*Trade Japan has come from Osawa Securities, a failing brokerage house that Softbank bought last October. Osawa, with a new CEO snatched from Nomura Securities, provided E\*Trade Japan with a brokerage licence, membership of the Tokyo Stock Exchange and back-office capabilities.

E\*Trade Japan has set up a call centre manned by former brokers, to answer complicated questions or execute orders. The company expects to change its name to E\*Trade Shokan, or securities group, by the end of April.

E\*Trade Japan has set a target of 100,000 accounts in the first year, according to Yoshitaka Kitao, Softbank executive vice-president and chief financial officer, who

also serves as president and chief executive officer of 10 other Softbank subsidiaries.

E\*Trade Japan's target may be optimistic, however. Softbank admits that online trading might be intimidating to Japanese investors, who, unlike their US counterparts, have not been exposed to such basics of financial planning as fundamental analysis, long-term investing and portfolio diversification.

"In Japan, financial planners may exist, but they work for traditional banks and non-bank finance companies," said Mr Kitao.

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had also been raised by better results at TSMC ventures Vanguard and WaferTech.

Jovi Chen, semiconductor analyst at the brokerage China Securities, said there had been surprise at the recovery in TSMC's first-quarter gross margins to 49.6 per cent, up from 33.8 per cent in the fourth quarter last year.

Analysts had predicted the year-on-year decline in sales and profits after a relatively robust 1998 first quarter that was followed by a general downturn. "Some of the local design houses were still placing orders at that time. Later on they suffered from the Asian financial crisis," said Mr Chen.

TSMC shares, which are among the bluest of Taiwan's blue-chips, have soared more than 70 per cent since February, both leading and benefiting from a remarkable resurgence of confidence that has carried the island's main index up by more than a third.

First-quarter net profits

## AAPI considers partial float

AAPI, the Australian telecoms group that has become a target of a hostile A\$1.5bn (US\$977m) takeover by Cable & Wireless Optus, said it would consider a partial float of its planned Code Divisional Multiple Access network on the US Nasdaq exchange.

"We're looking at possible partners and we may actually consider floating that off as a separate company," said Larry Williams, AAPI chief executive, after addressing a telecoms conference.

This would involve choosing a partner, floating on Nasdaq, raising the money and building the CDMA network.

However, Mr Williams said a float was only one of eight options that the company was exploring for its CDMA spectrum, which provides for a digital mobile phone network.

Mr Williams said AAPI was also negotiating an increase in its bank facility to A\$300m to help its planned expansion. The company planned about A\$450m in capital expenditure over the next three years, he said.

Reuters, Sydney

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Reuters, Sydney

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# GUCCI

GUCCI GROUP N.V.

## A MESSAGE TO ALL OUR SHAREHOLDERS

The time has come for LVMH to decide whether or not it is serious about acquiring Gucci

The continued uncertainty surrounding LVMH's intentions is detrimental to Gucci, its shareholders and all other stakeholders

Gucci's Supervisory Board rejected LVMH's conditional offers which were neither fair nor reasonable

Your Board is prepared to recommend an unconditional offer for all shares at a minimum price of \$88 per share provided that LVMH gives adequate assurances to employees, suppliers and other stakeholders

Gucci is an independent Company directed by an independent Board and Management

Gucci stands by its commitment to the Company's alliance with Pinault-Printemps-Redoute. Through this partnership, Gucci believes it can create significant value for shareholders by building the world's leading multi-brand luxury goods company

**YOUR BOARD AND MANAGEMENT REMAIN COMMITTED  
TO DELIVERING VALUE FOR ALL SHAREHOLDERS**

## COMPANIES &amp; FINANCE: THE AMERICAS

PHARMACEUTICALS RECENT ROUT SEEN AS DUE TO GENERAL SHIFT INTO CYCLICAL STOCKS RATHER THAN TO COMPANY PERFORMANCE

## US drug earnings challenge dip in shares

By Tracy Corrigan in New York

The latest batch of US drug company earnings indicates that the recent rout of drug shares reflects a broad shift out of growth stocks and into cyclical stocks that has little to do with company performance.

"The shift has not been triggered by any fundamental problems in the pharmaceuticals industry but by macro-economic factors," said Alex Zissou, pharmaceuticals analyst at Hambrecht & Quist.

Cyclical stocks, after a long spell out of favour, have benefited from expectations of strong economic growth this year. In the last week, however, the Standard & Poor's 500 pharmaceuticals composite index has slumped 15.2 per cent to 405.69 at Monday's close.

The three US pharmaceuticals companies which reported yesterday, American Home Products, Schering-Plough and Johnson & Johnson, all met or slightly exceeded analysts' first-quarter estimates. While AHP is

suffering from weak sales, the others reported double-digit earnings and sales growth, prompting a slight recovery in prices.

So far this season earnings have been right in line, but a couple of companies with individual problems have been more severely punished," noted Mr Zissou.

Pfizer last week met earnings expectations but reminded Wall Street that it faced a difficult second-quarter comparison because Viagra, its impotence drug, launched to tremendous fan-

fare a year ago, had not lived up to earlier expectations.

But Mr Zissou noted that nothing had really changed at Pfizer, which has "a tremendous stable of products".

The company's share price has slumped from around \$150 a week ago to \$130, yesterday, up 2%.

Elf Lilly, which also matched expectations on Monday, provided greater cause for concern, as sales of its Prozac anti-depressant slid 6 per cent in the US, due to loss of market share. "Given Prozac's significance

to Lilly's income statement, it is likely that investors will wait on the sidelines until Prozac's market share decline reverses," said Steven Tye, an analyst at Merrill Lynch.

But he noted that other newer products, such as Zyprexa were performing well, and the company could receive a boost if there was, as expected, a positive outcome to Friday's Food and Drug Administration panel meeting on Actos, a new diabetes drug developed with Japan's Takeda.

J&J reported net earnings of \$1.1bn on sales of \$6.6bn, up 11.7 per cent and 14.8 per cent respectively, and beat analysts' expectations by two cents.

Schering-Plough produced a 20 per cent increase in net income to \$539m on sales of \$2.15bn, up 15 per cent. AHP had net income of \$834.9m, slightly higher than a year ago excluding an exceptional item.

But worldwide sales fell 1 per cent to \$3.4bn and pharmaceutical sales rose only 1 per cent to \$2.3bn.

## Demand for data telecom services boosts revenues

By Richard Waters in New York

The explosion in demand for data and wireless telecommunications services produced another period of strong revenue growth in the opening months of this year, according to a group of large US telecom carriers which reported first-quarter results yesterday.

The underlying earnings for the industry also jumped, helping to justify the stock market's recent enthusiasm for the sector, though the impact of recent big investments dented the results for two companies.

Sprint PCS, the wireless business owned by the third-largest long distance carrier, racked up losses of around \$650m in the period, or \$1.46 a share, as it continued to plough investment into its new national network. The losses were larger than Wall Street had expected, but so was the growth of the wireless business: it added another 760,000 customers in the quarter, lifting the total to 3.25m, and recorded revenues of \$604m.

Meanwhile, BellSouth's earnings fell as the company recorded an expected foreign currency loss from its big investment in Brazil. The devaluation wiped \$270m, or 14 cents a share, from the local carrier's earnings during the period, producing an overall decline in net income of 31 per cent, to \$615m.

The underlying picture on earnings remained robust. The stocks of big US telecom companies have fallen back over the past week, echoing the broader pull-back in the technology sector, though the industry's higher growth rate has still left them considerably above their 12-month lows. Sprint was trading at \$100 yesterday afternoon, some \$14 below its

peak but still more than 50 per cent up on its 12-month low, while SBC Communications, at \$51, was more than 50 per cent above its low.

Sprint's core businesses, excluding its wireless operation, beat Wall Street's 90-cents-a-share forecast with earnings of 93 cents a share for the period, or \$406m, a rise of 16 per cent.

Sprint's earnings were boosted by strong demand for data services, which helped lift long distance revenues by 9 per cent and overall revenue by 7 per cent, to \$4.17bn. Revenues from data services for large business customers jumped by 50 per cent.

The company also narrowed the loss from its troubled international joint venture, Global One, to 10 cents a share, from 13 cents a share the year before. Investment in upgrading the company's US network, a project known as ION, is likely to wipe 80 cents a share from earnings this year. Sprint executives said, equivalent to around \$1.1bn.

The demand for data services also supported earnings at the Baby Bell companies. BellSouth said revenues from data climbed 30 per cent, to \$555m, while SBC put its growth at 33 per cent, to \$650m. Ameritech, the Chicago-based local carrier that is awaiting regulatory approval for a merger with SBC, said its data revenues had grown by 40 per cent, though it did not give further details.

Overall, SBC registered a 6.7 per cent advance in revenues, to \$7.3bn, while its after-tax earnings climbed 15 per cent to \$1.1bn, or 56 cents a share. Ameritech's revenues rose by 7.8 per cent to \$4.5bn, while net income advanced nearly 20 per cent to \$705m, or 68 cents a share.

## Domestic demand lifts airlines

By Andrew Edgecliffe-Johnson in New York

America's largest airlines are seeing robust domestic growth but continued competitive pressure on transatlantic revenues, according to first-quarter results released by four carriers yesterday.

UAL, parent of United Airlines, the largest airline in the US, also reported "signs of recovery" in the Asian market.

Its unit revenues on Pacific routes improved by 3 per cent in February and March - the first such rise since September 1997.

As with Delta Airlines, which reported a 15 per cent rise in earnings per share last week, all four airlines reported improved load factors and narrowly beat Wall Street expectations.

UAL, which suffered a weak month in January and added staff to improve punctuality, reported a 28 per cent increase in net earnings. Because it distributes a large share of profits to the employees who own 55 per cent of the company's stock, however, full distributed

earnings per share fell 8.3 per cent to \$1.54. Northwest Airlines, which is still recovering from last year's labour dispute, fell into the red, reporting a 36 cents per share fully diluted loss compared to 65 cents per share earnings a year before.

John Daburg, president of Northwest, estimated that the 1998 strike had knocked \$90m from first-quarter profits.

Southwest Airlines, the low-cost operator, increased net income per share by 35

per cent, to 27 cents, and said demand for budget fares remained strong.

Kevin Murphy, an analyst at Morgan Stanley, said: "Southwest stands out. Their cost differential with the majors continues to widen and their product only becomes more competitive."

All four airlines were helped by lower fuel expenses for the period, and analysts said hedging policies would cushion the impact of recent fuel price rises until the third quarter.

UAL's average fuel costs fell 11.8 per cent to \$4.4 cents a gallon, Northwest cut fuel bills by 28.8 per cent to \$3.9 cents. Southwest achieved a 22 per cent fuel saving with average costs of 39.3 cents.

Northwest's passenger load factor edged up from 70.7 per cent to 70.9 per cent, but seat occupancy figures improved more strongly at the other airlines.

Southwest's load factor was up from 61.2 per cent to 64.9 per cent, America West improved from 62.2 per cent to 64.4 per cent, and UAL advanced from 67.2 per cent to 68.9 per cent.

## BNP halts Brazil buy

By John Barham in São Paulo

Banque Nationale de Paris said yesterday it had suspended talks to acquire a Brazilian bank implicated in a financial scandal.

The French bank said it broke off talks with Rio de Janeiro's Banco FonteCindam due to "the current context [of] investigations which have made the continuation of talks with Banco FonteCindam impractical".

A Senate inquiry, central bank investigators, the federal police and public prosecutors are all investigating suspected irregularities at FonteCindam prior to January's 39 per cent collapse of the Real and the circum-

stances of its rescue by the central bank after the devaluation slashed its equity by 57 per cent in dollar terms to \$861.2m (US\$36.7m).

BNP announced last month before the investigations began, that it planned to buy 80 per cent of FonteCindam.

FonteCindam and Banco Marka, a fringe Rio de Janeiro bank, were the only two banks to collapse due to January's currency crisis.

Bankers say the country's banks are strong, but worry that the investigations are distracting the government's attention from completing fiscal reforms needed to cement economic stability. They say the crisis underlined the need for stricter

regulation of financial markets as well as of the banking system.

The central bank said it assisted the two banks, which bet on the São Paulo BM&F futures currency market against a devaluation of the Real, to enable them to close out their positions without disrupting the market. The central bank feared defaults would undermine confidence in the BM&F which it was using in an abortive attempt to defend the currency.

BNP said it intended to continue expanding in investment banking and asset management in Brazil. BNP began ramping up its activities in Brazil only quite recently.

## Ecuador signs power deals

By Justine Newson in Quito

The government of Ecuador has signed contracts with Wärtsilä NSD of Finland and Energy Development Corporation of the US to increase the country's electricity generating capacity by 510 megawatts, or 28 per cent of national demand, by the year 2001.

Both projects will use domestic, low-cost sources of fuel to generate electricity, in a departure from Ecuadorian policy of importing diesel and bunker fuel for expensive generation.

"This is one more step forward in our effort to avoid power cuts," said René Ortiz, energy minister.

Severe electricity rationing has been imposed in recent years as drought hit the principal hydro-electric plant, Paita, which generates 60 per cent of national supplies.

Wärtsilä is raising \$350m through International Finance Corporation to build a 270 megawatt electricity generating plant in eastern Ecuador. The plant will use residue from the state-owned Amazonas oil refinery to generate electricity.

The cost of this electricity

will be in same range as hydro-electric power, said David Watson, vice-president of Wärtsilä.

They also benefited from cheaper commodity prices.

Miller Brewing, the world's third largest beer group, showed a 6.3 per cent increase in operating income, after a series of disappointing results.

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Meanwhile EDC will make an investment of at least \$170m to build and import a platform to extract natural gas from the Gulf of Guayaquil, and build a pipeline to a 240 megawatt electricity generating plant on the mainland.

## INSURANCE

## Maritime buys Aetna Canada

A Canadian subsidiary of John Hancock, the US mutual life insurance group, has acquired Aetna Canada for more than C\$400m in cash, a deal revealing that Hancock is bucking a trend that has seen many foreign insurers leave the competitive Canadian market.

The acquisition would double the number of Canadians served by Maritime Life Assurance, the Hancock subsidiary, and establish the insurer as Canada's seventh largest. Aetna, the US group, put its Canadian unit on the block several months ago and becomes the latest foreign insurer to exit Canada, a saturated market marked by increasing competition from the domestic financial services industry.

Competitive pressures from banks and mutual fund groups, as well as the need to improve distribution and reduce expenses, is driving rapid consolidation within Canada's insurance sector.

Combined with Aetna Canada's operations, Maritime Life will have revenues from premiums of C\$1bn, up from C\$500m before the acquisition, and total assets under administration of C\$9bn, up from C\$6.4bn. The deal will give Maritime, which has a strong presence in eastern Canada, a significant position in the key Ontario market.

Scott Morrison, Toronto

## ANTI-VIRUS SOFTWARE

## Network Assoc shares dive

Shares of Network Associates, the anti-virus software company, took a nosedive yesterday following a warning from the company that it expected very low second-quarter revenues. The stock was trading at \$104 in mid-session yesterday, down 31 per cent from Monday's close. For the year to date, the stock is down 82 per cent from a January 4 price of \$614.

After the market closed on Monday the software group reported a 20 per cent decline in first quarter net income and warned that it did not anticipate receiving any significant orders from distributors during the current quarter. Typically, distributors account for about 60 per cent of sales, the company said.

First quarter net income of \$26.2m, or 18 cents a share, was down from \$32.7m, or 24 cents. The latest figures included adjustments to change accounting for past acquisitions following a review by the Securities and Exchange Commission. Excluding the adjustments, profit was \$45.6m, or 30 cents. Revenues increased 8.4 per cent to \$245.2m from \$226.1m. The company blamed its problems on a shifting of business spending to deal with the Y2K computer problem as well as lengthening sales cycles.

Louise Kehoe, San Francisco

## DATA STORAGE

## Internet lifts EMC

EMC, the Massachusetts-based computer group, had a vibrant first quarter, with net income up 51 per cent to \$221m. Revenues rose 36 per cent to \$1.13bn. The company credited the Internet for creating a surge in demand for data storage systems, its major product. "Every mouse on the Internet retrieves or creates data," said chief executive Mike Ruettgers. "The need to store and access must have foundation for any major information infrastructure." The company predicted revenue and income growth of more than 30 per cent for the year. Earnings for the first quarter were \$0.41 per share, against \$0.28. Income grew 20 per cent as the company's high-margin software business grew. Victoria Griffith, Boston

## US cigarette sales fall almost 10 per cent

By Andrew Edgecliffe-Johnson

US cigarette sales volumes dropped by almost 10 per cent in the first quarter of 1999. Philip Morris reported yesterday, as price rises took their toll on consumption and retailers cut their inventories.

Heavy promotional spending by the industry leader failed to prevent a drop of 9.5 per cent in its US tobacco volumes, in line with a 9.7 per cent industry-wide decline.

However, a 12 per cent increase in the group's marketing spending helped Marlboro cigarettes win another 2.2 per cent of the US retail market, of which it now claims a 36 per cent share.

Geoffrey Black, a tobacco analyst at Sanford C. Bernstein, said: "Philip Morris blamed the competitive environment, but they are the ones that created the competitive environment."

But he added: "Our first-

quarter results prove that our brand franchises around the world are robust, our market positions are strong and we are well positioned for future growth."

Outside the US, tobacco volumes fell 11.2 per cent but

operating income advanced by 0.9 per cent. Analysts said that the 5.9 per cent increase in volumes in the highly profitable western European and Japanese markets had been offset by a 36 per cent slump from lower-margin

markets such as Russia and Brazil.

As well as seeing higher demand from parts of Asia, the group has expanded manufacturing capacity in eastern Europe to make its cigarettes more affordable there.

Operating income from the Kraft food business increased by 5 per cent in North America thanks to strong growth in frozen pizzas and processed meats, and rose by 5.1 per cent in the smaller International food division.

The cost of this electricity will be in same range as hydro-electric power, said David Watson, vice-president of Wärtsilä.

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## COMPANIES &amp; FINANCE: UK

## A billion reasons why being free may bring rich rewards

But valuations being put on Freeserve, Dixons' internet provider, are raising questions, writes Christopher Price

In a market of sky-high multiples for internet shares, the valuations of £2bn-£4bn (£3bn-£6bn) being put on Dixons' Freeserve by analysts will come as little surprise.

Never mind that the internet service provider is likely to make just £5m in revenues this year, nor that the recent day's correction to internet stocks, including by default Dixons, has once again raised fundamental questions over internet valuations. Or that the business model remains unproven, or that Freeserve faces fundamental challenges over the next few years.

Instead, the valuations are based on Freeserve's current strong position, comparisons with other internet businesses, forecasts of explosive growth in the UK internet market, the medium's increasing share of advertising and the expected rise in e-commerce.

The estimates have been made following Dixon's appointment of Cazenove and Credit Suisse First Boston to explore options. This could involve a public offering, or a sale of some or all of the business.

How are these valuations arrived at? All start from the premise that Freeserve, like most internet businesses, will grow at the same rapid rate as is forecast for the whole internet market. Since launching last September, Freeserve, the UK's first mass-market subscription-free access service, has attracted some 1.3m users. If

the UK's biggest internet service provider.

Its success is based on two factors: being first to market, and Dixons' position as the biggest computer retailer in the country, enabling it to distribute its free internet software quickly. The achievement has been sustained by Freeserve's development as an internet portal – a gateway that attempts to keep users on its site as long

### The mathematics underpinning Freeserve's valuations could unravel

as possible through a range of on-line services.

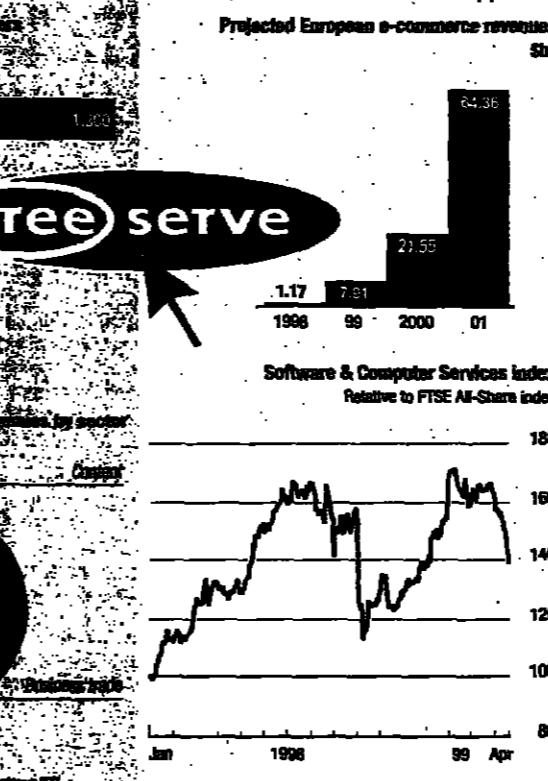
Freeserve charges advertisers and e-commerce groups fees measured by the number of visitors, the length of their stay and the amount of shopping they do.

These revenues, and a share of the telephone income on calls and customer support, are seen as much more loyal than the free service users.

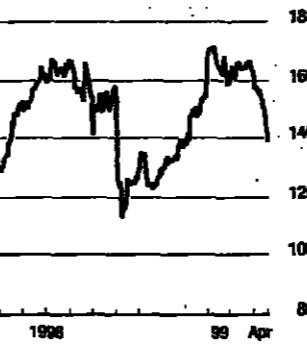
This argument is one of the most powerful against giving "free" services premium internet ratings. However, there are other concerns. First is the growing competition in the UK internet market. There are now some 40 free internet service providers. All are relying on the same business model as Freeserve, counting on revenues from e-commerce and

advertising. Another threat comes from technologies that could undermine the portal model. Digital television, for example, could turn the cable operators into the biggest internet service providers for consumers using TV sets to access the web.

In addition, many observers believe the PC will be increasingly replaced as the main conduit to the internet either through TV sets or portable wireless devices. In



Software & Computer Services Index Relative to FTSE All-Share Index



### COMMENT

## High-tech stocks

The top UK information technology stocks – mainly service companies – such as Logica, Sema and CMG have caught a cold from their US cousins. This is not just a knee-jerk reaction to the upset from Compaq, the personal computer manufacturer. US service stocks have also been badly dented. The fear is that as spending grinds to a halt on fixing millennium bomb problems, earnings growth will soften. However, companies such as Logica are not sending in armies of bug-busters but undertaking more sophisticated tasks such as integrating telecommunications or banking networks. And the contracts should also give the companies greater advance warning of a downturn than software or hardware companies. Such qualities, however, do not come cheap and neither do the shares, even after the recent slump. But if last year's panic is any guide, the market will soon forget this wobble.

### Tour operators

Thomson Travel's warning that it will not let Airtours seize its market leadership – as the latter would if it wrested control of First Choice from Switzerland's Kuoni – without a bare-knuckle fight has led to a re-rating of the tour operating sector. Thomson fell 9 per cent and Airtours 7 per cent yesterday. Memories of the price war and overcapacity of 1995 are still sharp in investors' minds. Thomson is aware of this. It wants to create such market anxiety that Airtours shies away from bidding. However, Airtours' tightly-held shares are sufficiently attractive to withstand the heat. And Thomson is no longer a private company that can blindly pursue market share with no regard for profitability: its shares are 6 per cent below last year's overpriced float. Such threats lack credibility. A Thomson counter-bid for First Choice is possible. But at best, given a combined 42 per cent market share, it would be just a spoiling tactic designed to dump any Airtours bid into the Competition Commission. It is hard to see how Thomson could afford First Choice: its paper is an unappealing currency and cash too ambitious given the size of the target and gearing constraints. Hence fears that Thomson will simply add capacity, precipitating a price war it would probably lose. This would be disastrous for the sector, but most of all for Thomson. It would be better for it to copy Airtours and expand profitably overseas.

## HFC to cut costs at Beneficial

By George Graham

HFC Bank, the UK arm of Household International, the US financial services group, aims to cut the cost base of Beneficial Bank, acquired last year, by more than half before the end of 1999.

HFC, which issues the Goldfish and GM credit cards, cut £10m (£16m) from Beneficial's costs in the last six months of last year, and has set a target of cutting its cost base by 58 per cent. "By year end 1999 I am confident we will have done that," said Adrian Hill, chief executive.

The merger between Household International and Beneficial Corporation, Beneficial Bank's US parent, was completed last June 30. Pre-tax profits at HFC Bank, the core operation, rose 17

per cent in 1998 to £91.1m after a £9.4m exceptional cost. Beneficial Bank reported pre-tax profits of £12.1m after an exceptional charge of £7.6m, mostly to bring its accounting standards into line with UK PCs.

The incorporation of Beneficial, which had a large affinity card business issuing credit cards in partnership with groups such as Cambridge University and the British Medical Association, has propelled HFC into fifth place among UK credit card issuers. It also ranks in the top three for retail credit at the point of sale. It has 900,000 customers for the Goldfish card, launched with Centrica, the gas company, and 500,000 for the GM card, issued in partnership with the US car manufacturer.

"We are still operating in a tough environment," he said. Although sales had improved towards the end of the first half, the first seven weeks of the second had shown a return to the depressed levels seen earlier

## Debenhams sees no improvement

By Peggy Hollinger

Debenhams, the department store group, yesterday reported strong growth in first-quarter business, but said uncertainty over stakeholder pensions was hitting personal pension sales.

However, Mr Green said he was confident that customer confidence was returning and there were some signs of an improvement in sales of women's wear.

Mr Green was reporting interim profits at the top and of expectations, up by 3 per cent to £79.4m (£127.8m).

Group sales were 2 per cent ahead at £755.2m for the 26 weeks to February 27, although like-for-like sales were down by 1.9 per cent.

The dividend is increased 5 per cent to 4.1p, on earnings per share ahead 2.2 per cent to 14.1p.

## Strong growth for life insurers

By Christopher Brown-Jones

Prudential and Legal & General, two of the UK's leading life insurers, yesterday reported strong growth in first-quarter business, but said uncertainty over stakeholder pensions was hitting personal pension sales.

They also disclosed that a move away from bank deposits, because of low interest rates, had led to a sharp rise in sales of investment bonds.

The Prudential said UK new business climbs 8 per cent to £230m (£370m) – based on an industry standard that adds regular pre-

miums to 10 per cent of single premiums – while L&G saw new business rise 22 per cent to £227.4m.

Stakeholder pensions are not due to be launched until April 2001, but there is evidence of consumers holding back on decisions until they know exactly what the new product looks like.

The Prudential reported a 32 per cent drop in new individual pension sales to £76m, stressing that a 24 per cent drop in the size of its direct sales force to 2,850 was partly responsible.

Sales of the Prudential Bond climbed 59 per cent to

£634m, reflecting the trend away from bank deposits, but the group missed out on the last minute rush for personal equity plans, with investment product sales falling 51 per cent to £22m.

Egg, the group's direct banking arm, has taken £4.5bn in deposits since its launch last October, and is adding to the total at the rate of £140m a week. It has 370,000 accounts. Prudential said it would "probably" be applying for a US listing later this year.

L&G said new individual business rose 29 per cent to £100.5m, on a weighted basis, while group business was up 45 per cent at £26.9m.

The group saw a 50.4 per cent surge in sales of personal equity plans and unit trusts to £307.3m. Its pension fund investment business also grew strongly, rising 97 per cent to £2.9bn, as it won 81 new mandates and benefited from a continued shift to index-tracking.

Analysts have been impressed by the strength of life companies' first-quarter figures. But there are concerns over margins and fears of a slower rate of growth later in the year.

## TOTAL

### NOTICE OF SHAREHOLDERS' MEETING

The shareholders of Total are hereby informed that a Combined General Meeting (Annual Ordinary and Extraordinary), is to be convened on Tuesday, May 11, 1999, at 10:00 a.m., at CNIT La Défense - Amphithéâtre Léonard de Vinci - 2, place de la Défense - 92053 Paris La Défense - France.

All shareholders are entitled to participate in this General Meeting, whatever the number of shares held, or to cast postal votes.

If they are individual shareholders, they may be represented only by another shareholder member of the Meeting or by an officer of the Meeting or by their spouse.

In order to participate in or be represented at the Meeting:

a) Holders of registered shares must have the shares registered in their names at least five days prior to the date of the Meeting.

b) Holders of bearer shares should, at least five days prior to the date of the Meeting, provide evidence that the shares are being held in a blocked account, in the form of a certificate issued by the financial intermediary holding the record of the acquisition. Such certificate should be sent to PARIBAS, Division Emetteurs et titrisation, Service des Assemblées, 3, rue d'Anzin - 75078 Paris Cédex 02. The shares may not be released for possible sale until after the date of the Meeting or of any other Meeting convened with the same agenda, if the required quorum was not reached upon first notice.

c) Holders of American Depository Receipts evidencing American Depository Shares ("ADSs") representing the shares should contact the Bank of New York, as Depository, at (212) 815-2154.

As required by law, shareholders are reminded that:

- Shareholders wishing to cast a postal vote may obtain the appropriate form by writing to the Company or PARIBAS, Service des Assemblées, by registered letter with acknowledgement of receipt.

- In order to allow time for such forms to be issued, requests must be received at the Company's head office:

TOTAL, Direction des Affaires Juridiques et des Accords, DEF A. 201 Tour TOTAL 24, cours Michelet - 92069 Paris La Défense Cedex, or to PARIBAS, Division Emetteurs et titrisation, Service des Assemblées, 3, rue d'Anzin - 75078 Paris Cédex 02.

- Holders of ADSs may exercise voting rights with respect to the ADSs by completing the voting instructions prepared by the Bank of New York which are being delivered together with the Notice to the holder of the ADSs.

Forms of proxy and postal voting forms, together with entry cards, may be obtained on request from PARIBAS or the Bank of New York.

Shares registered in the name of the same holder for at least

two years as of the date of the General Meeting carry double voting rights (article 37 paragraph 7 of the bylaws).

Nevertheless, the transfer of registered shares to another

registered shareholder in connection with a succession, the sharing of the joint estate of a husband and wife, or a

disposition inter vivos in favour of a spouse or a relative in the line of succession, shall not be deemed to represent a

transfer of ownership for the purpose of determining the

above qualification period or the eligibility for double voting rights (article 37 paragraph 8 of the bylaws).

THE BOARD OF DIRECTORS

## British Vita PLC

Successfully blending Engineering and Polymer Technology

### HIGHLIGHTS

FROM THE 1998 REPORT & ACCOUNTS

\* Record Profit before Tax of £73.7m<sup>†</sup>, up 11%

\* Sales Volume Growth 10%

\* Return on Shareholders' Funds up to 25%<sup>†</sup> from 22%

\* Major Portfolio Development

\* Pre Goodwill Amortisation

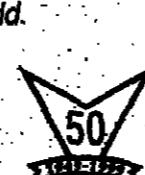
Vita is an International leader in the application of science, technology and engineering... bringing a totally flexible and innovative approach to polymer processing... throughout the world.

AGM to be held 2.30pm today

BRITISH VITA PLC, MIDDLETON, MANCHESTER M24 2DB.

Telephone: 44 (0) 161-643 1133. Fax: 44 (0) 161-653 5411.

Copies of the Annual Report can be obtained from the Company Secretary or viewed on <http://www.britishvita.com>



## Minorco offer for Reunion

By Gillian O'Connor

Minorco, the Luxembourg-based affiliate of Anglo American, is making an offer for Reunion Mining a few weeks before its merger with Anglo. As a result, the Anglo American mining group will find itself paying more than £37m (£39m) to buy back Namibian zinc mining rights it gave to a smaller competitor three years ago.

Reunion Mining's main asset is a 60 per cent interest in the low-cost Skorpion zinc deposit in Namibia. This deposit was discovered by an Anglo subsidiary, but it gave an option over 60 per cent of it to Reunion, because it could not find a way to extract the metal economically.

The recommended offer of 88p cash per Reunion share, values the company at just over £37.2m, or £38.1m assuming all option and warrant holders accept. The offer is unconditional.

TOTAL SOCIETE ANONYME CAPITAL STOCK FRF. 14,402,574,650 - 542 051 180 R.C.S. NANTERRE HEAD OFFICE: TOUR TOTAL, 24 COURS MICHELET, PUTEAUX (HAUTS-DE-SEINE) FRANCE

## MANAGEMENT &amp; TECHNOLOGY

JOHN W. HUNT  
ADVISES

## Reward systems and disincentives

Income differentials and 'fat cat' pay produce damaging internal tensions

**Dear Professor Hunt.**  
I am an executive in a successful global firm who is irritated by the continuing increase in pay of chief executives. I realise they shoulder responsibility for satisfying shareholders, but it is the rest of the team that orchestrates the generation of profits on a day-to-day basis. Is there research to show what effect 'fat-cat' pay has on their colleagues' performance?

Your question will touch a nerve with many people. Does the relative contribution of the chief executive of a Fortune 500 company warrant paid income differentials of 200:1? Do partners in law firms deserve incomes 12 times greater than those on the bottom rung of their profession? The answer is probably no.

However, your question ignores the leading determinant of differentials: the labour market. Differentials in income are not based on differentials in output or contribution. They are based on market perceptions of relative worth and on the availability of the skills these high-earners can offer.

Any attempt to control these rates is certain to fail. If they become excessive, buyers will withdraw.

So why does chief executive pay continue to skyrocket? First, most CEOs did not join their company to become multi-millionaires. They are motivated by power, autonomy, challenge, recognition or a combination of these.

However, the process becomes insidious. Money is the one reward that is comparable with their peers. So, if the board's remuneration committee wishes to sustain its chief executive's motivation, it tends to come back to that universal yardstick of success.

What of the effect such rewards have on their colleagues? Research has shown that compensation schemes are based on one of two propositions. The first - the stretch theory - is that the greater the differences in hierarchical pay levels, the better the performance of executives who aspire to the status of a fabulously paid chief executive.

The problem is that too great or too little stretch will demotivate these so-called high achievers. Further, significant stretch must be possible for other people besides the chief executive. If it is only the CEO who hits the big time, the impact

is likely to be negative. Given that there is only one top job and the odds of reaching it are stacked against the majority of aspirants attaining it, the downside is that the rest of the team could become seriously disenchanted.

The flaws in the stretch theory were highlighted in the February issue of the *Journal of the American Academy of Management*. Research by Matt Bloom of Notre Dame University. His research examined

American League baseball where, he claims, team owners and managers believe the higher the reward differentials for the stars, the better highly paid individuals will perform and the greater the team's success.

Prof Bloom's findings show the reverse is true. The greater the difference between the pay of the stars and that of the rest of the team, the less impressive the performance of the stars and the team as a whole.

Conclusion? Highly paid stars undermine group cohesion, which results in less effective teams and less financially successful clubs.

The second proposition holds that motivation comes from compressing income differentials. It puts the emphasis on the team and inculcates feelings of equity, common purpose and mutual support.

Teams should be rewarded as teams, not as individuals, to reinforce team cohesion. And cohesion in the top team is an important predictor of company performance.

The effects of either stretch or compression are not confined just to those at the top; they affect all employees. Greater income differentials may motivate those at or near the top but have negative effects for the rest of the troops "slogging away", as they would say, "doing the business".

Conversely, compressed pay differentials at the top should generate more togetherness and increase co-operation. Again, this makes assumptions about the employees' personalities which research on motivation does not support.

Differences in individual patterns of motivation make much of the research on reward systems of little value.

Financial reward systems are, at best, clumsy, invariably outdated and insensitive to individual differences. Their only sensitivity lies in their capacity to upset people.

**John W. Hunt is Professor of Organisational Behaviour at London Business School and a consultant to private and public sector clients. This column appears fortnightly.**

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## INFORMATION TECHNOLOGY E-BOOKS

## Publishers turn the e-page

Cleaner type and a forthcoming industry standard may boost electronic books, writes Alan Stewart

**A**fter years of anticipation, electronic books have become a reality. In recent months, several of these hand-held computers that store text electronically have gone on sale in the US - others are due to follow soon.

The long-term impact is still uncertain. Not everyone is convinced "e-books" will prove universally popular. Paper books, say sceptics, will never be completely replaced.

"Whenever I hear people say that, I always point out that it's already too late," says Daniel Munyan, chief executive of Everybook, an e-book reader supplier.

"Paper encyclopaedias are already gone."

To ensure that the take-up of e-books is not disrupted by a standards war (such as the one that took place over the VHS and Betamax standards for video), a group of interested companies is developing an Open eBook standard. A draft version is scheduled for publication at the end of May.

The group includes Everybook and four other e-book reader companies - NuvoMedia, SoftBook Press, Glassbook and Librius.

Other members are publishers Bertelsmann, HarperCollins, Microsoft Press, Penguin Putnam, Simon & Schuster and Time-Warner Books, as well as Franklin Electronic, publishers of 200 electronic reference books, and online bookseller BarnesandNoble.com.

As well as attending in its role as a book publisher, Microsoft is also bringing to the party a new font technology, known as ClearType. By addressing an area smaller than a pixel, a single point in an image, the new technology is claimed to make screen type clearer and easier to read, especially on the liquid crystal displays found on laptop computers.

A second new print technology from software company Adobe, another group member, Precision Graphics Mark-up Language (PGML), is a hybrid of Adobe's proprietary Portable Document Format (PDF) and the hyper text mark-up language (HTML) used for page layout on the web.

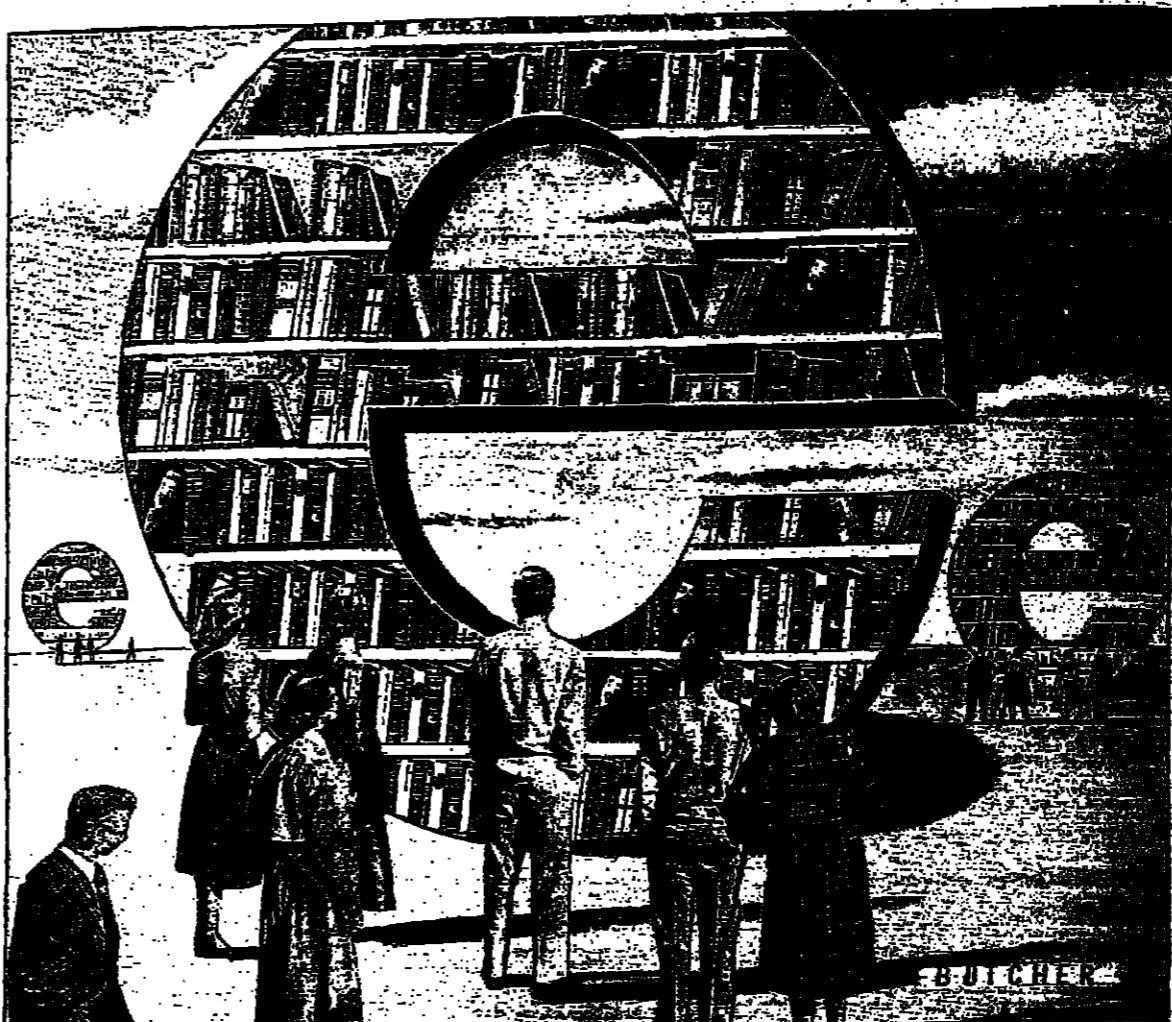
"Adobe's technology provides a 400 per cent improvement on the current 'blockiness' of pixels, while ClearType, at its very best, will never be more than a 30 per cent improvement," says Mr Munyan. Yet, he believes a joint effort by Microsoft and Adobe would produce truly readable e-books, comparable to paper, at very low cost.

"They use a form of cholesteric liquid crystal screens being developed by Kent Display Systems with technology from Kent State University in Ohio.

"They are going to completely revolutionise e-books," enthuses Mr Munyan, who is testing a personal model of Everybook's e-book reader with cholesteric screens.

Everybook sees a large market for e-books in universities. "As a freshman, the student will be able to get an e-book reader loaded with the whole curriculum for the next four years, and then have updates downloaded from the internet," he says.

All five current suppliers of e-book readers are US-based, and NuvoMedia's Rocket eBook was the first to go on sale. The device was



have turned the page in your e-book, you could pull out the battery," he says. "If you fall asleep reading, when you wake up the next morning, you're on the same page, and you've burned zero battery power."

Not only do the new screens display a clearer image, they are also completely glass-free, and consequently much lighter than glass screens. "They are going to completely revolutionise e-books," enthuses Mr Munyan, who is testing a personal model of Everybook's e-book reader with cholesteric screens.

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launched in October at the New York flagship store of Barnes & Noble, the big US bookstore chain, which is selling electronic books from its web site.

At \$500, and weighing just 200g, the unit measures 7.5in by 4.5in (standard paperback size) and has a monochrome liquid crystal screen 4.5in by 3in. NuvoMedia says the Millennium E-Reader can hold around 10 novels, and has a price of \$1,500. For this, however, the purchaser receives a reader with two 9.75in by 11.75in full colour facing screens, which fold together to make the leather-covered device look like a book.

Glassbook intends to bring out its e-book reader "some time this calendar year". Finally Librius intends its Millennium E-Reader to be available around the beginning of July.

Ironically, a similar European device was in existence 2½ years ago. The NewsPAD, manufactured by Acorn, was used in a European Union-funded electronic newspaper in conjunction with El Periodico de Catalunya, based in Barcelona, Spain.

But at that time internet line speeds were too slow to support large downloads. The method chosen for delivery of news content was therefore overnight television broadcast. Time now, perhaps, for the NewsPAD to be dusted off and turned into an internet-connected e-book reader.

## MANAGEMENT TOTAL QUALITY MANAGEMENT

## Making continuous improvement better

The 'excellence' model used by organisations across Europe is being updated. Sathnam Sanghera reports

**I**n the fickle world of management techniques there is one survivor. Total Quality Management, originally dismissed as a 1980s fad, still commands passionate support. This is despite accusations that it is excessively bureaucratic and inward-looking.

Those who dislike it, hate it. But those who stand by TQM, with its central belief that quality should be applied to every aspect of an organisation, are positively evangelical.

At a conference in Geneva today Europe's most dedicated TQM supporters are attending the launch of a new model that promises to extend its shelf-life.

The organisation behind the conference, the European Foundation for Quality Management, is updating its

TQM "excellence model" to make it more relevant for the next century.

Like the old EFQM model, it will stress continuous improvement, empowering employees and delivering customer satisfaction, as well as internal issues such as processes and leadership. But it will add a 1990s emphasis on innovation, knowledge and the management of partnerships.

"Looking for quality is a process of evolution. It's like a Russian doll - every time you upgrade, you don't lose your previous model, you upgrade and build on it," says Giovanni Quaglia, model development manager at the EFQM.

BT, which has changed from state monopoly to international player in a very competitive market, adopted TQM in 1986. "After we were privatised we had a

November's list of the most respected companies in Europe, published by PricewaterhouseCoopers and the Financial Times, seven of the top 10 were EFQM members.

British Telecommunications, a founding member of the EFQM, was a European pioneer. "We have been using the EFQM model since it began," says Peter Docwra, the head of excellence at BT. "We recognised that in order to keep up with our American competitors and in order to be a global player we had to look at the models that our international counterparts were using."

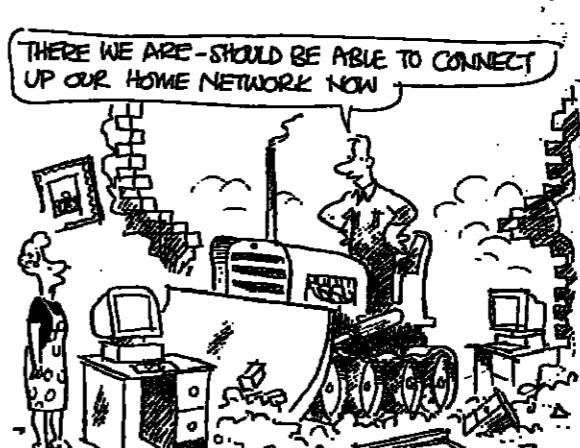
Such enthusiasm is by no means universally shared. Amanda Eyles was involved with the model while technical director at Bostik, the glue manufacturer, between 1992 and 1998. She thinks that although the theory is "very good", TQM can become too bureaucratic.

"So many procedures are written out that it can stop people using their own initiative and creativity within the organisation," she says. Another criticism of TQM

is that it uses too many words to express obvious things. Wordy initiatives can make it difficult to win the support of employees, especially in companies where morale is undermined by redundancies or where the top management is seen to lack a real commitment to quality."

*Day Job*, a novel by Jonaathen Baird, voices the cynicism many workers feel about TQM and its tendency to lapse into verbosity. In one scene the main character and his "team" have to come up with a mission statement. An employee asks: "Do you think we should add something like: 'Develop focus on clearly defined goals; conceive, test and implement actionable means to attain these goals'?"

Mr Quaglia concedes: "It is not rocket science. But having a new model is like philosophy. It states what already exists but gives it new shape."

LOUISE KEHOE  
IN SAN FRANCISCO  
EAGLE EYE

## Intel presses home advantage

The semiconductor giant aims to become the top supplier of technology for household networks

There are 18m homes in the US with at least two or more personal computers. By 2003, the number is expected to rise to 28m. If you are in a multi-PC household you have probably thought about creating a home network. The advantages include shared internet accounts as well as shared use of printers, scanners and other peripherals. Everyone on the network has access to the best equipment available.

Many schemes have been proposed for creating home networks without forcing users to cut holes in walls and string new wires throughout their homes. Home networks might be linked via phone lines, wireless communications systems or even electric wiring. But all are tricky for the householder to install.

Intel, the semiconductor industry giant, has set its

sights on becoming the top supplier of technology for networks inside homes, as well as the chips that go inside PCs. Using phone lines within the home, data signals are sent between home computers at a high frequency that does not interfere with voice telephone calls.

The AnyPoint home network is so easy to install that even an FT columnist managed it. At less than \$100 per connection, the home network is cheaper than adding, say, a new printer. The bad news is that Intel is not allowed to offer its plug-and-play home networking products outside the US. Telecos regulators in other countries have yet to approve the scheme. For those of you outside the US, this might just be worth an old fashioned protest march, or at least a letter to the

telephone company. If that network doesn't respond, try politicians.

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There is a big problem looming on what we used to call the "information highway". The 10-wheelers of electronic business-to-business commerce are getting up to speed - with suppliers and buyers of all manner of goods exchanging orders via the internet - but nobody has defined the rules of the road.

The highway analogies may be hackneyed, but they help explain problems in e-business arising from a lack of universal standards. Imagine what would happen if trucks carrying oil chose to drive on the right hand side of the road, while steel trucks chose the left.

This is essentially what is happening in the fast lanes of e-business. Each industry or "vertical" segment is creating its own set of standards for how to exchange data, but most do not take full account of the standards created by others. But without standards, e-business may be heading toward a pile-up of immense proportions.

There is a common route, or technology foundation, for e-business. XML, or extensible mark-up language, is a method of "tagging" portions of data to define their purpose. On an order form, for example, tags might include price, quantity, product description and so on. But various industries have different requirements and established ways in which they present orders and bills, so numerous

incompatible "extensions" or versions of XML have emerged.

There are several worthy efforts under way to bring disparate industry standards together, but they take time. Industry leaders such as Microsoft have proposed overarching schemes that would draw all factions together. Eventually one of these approaches might be successful. In the meantime, the best approach may be to ignore the whole standards issue and get on with doing e-business.

This is the conclusion. Hewlett-Packard, Chevron, General Motors, Cisco Systems and a host of other big companies have reached. All are using Arista Systems' procurement network. The Silicon Valley software start-up has created an internet marketplace for businesses. Corporate users

install Arista's software on their internal networks. Employees of these companies can call up the program to buy anything from fuel oil to office notebooks. It may not be a universal standard, but for now it works.

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Just as electronic business is moving from hype to reality, it seems investors are becoming disenchanted. The sell-off in US high-technology stocks is even harder to fathom than their enormous rise in value. It is especially ironic that Compaq Computer's problems seem to have been a primary factor in spooking high-tech investors. Like earlier computer giants, Compaq appears to have become so tied up in internal issues that it failed to respond quickly to technology change - in this case the internet.

Compaq and Hewlett-Packard are both looking for new chief executives. At H-P, Lew Platt plans to retire next year, while Compaq has a vacancy now. Both have hired headhunters, but already the same names are coming up on both companies' lists. In this sector of the computer market competition can be expected to drive prices up, not down.

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Rivals for the label of second-biggest US computer company (after IBM) are

Share your views in the Eagle Eye discussion group on the FT web site ([www.ft.com](http://www.ft.com)) or contact Louise Kehoe by e-mail on [lkehoe@tx.netcom.com](mailto:lkehoe@tx.netcom.com)

## EURO MARKETS

## Euro becomes a casualty of Balkan war

Nervousness over Kosovo is turning investors off the euro-zone as the rising Nikkei offers greater attractions, writes Alan Beattie

## FTSE Actuaries Share Indices

Published in conjunction with the Faculty and Institute of Actuaries

Apr 20	Nations & Regional Markets	Euro Index	Day's %	Change points	Yield	Yield %	Adj. yield	Total yield	Index E
FTSE Eurotop 300	1276.85	-2.80	-34.02	1.95	6.21	123.37			
FTSE Eurotop 100	2044.58	-2.78	-78.59	1.88	14.16	195.72			
FTSE Eurobloc 100	1204.41	-2.50	-31.95	1.95	5.95	105.21			
FTSE Eurobloc 1000	1208.60	-1.28	-16.82	2.05	6.25	105.24			
FTSE Eurobloc Ex-UK	1222.54	-1.31	-16.42	2.08	6.13	105.24			
FTSE Eurobloc Ex-UK	1203.65	-1.25	-16.29	2.31	6.21	121.97			
FTSE Eurotop 300 Regions	1307.38	-2.41	-32.19	1.80	2.73	122.15			
UK	1257.82	-3.13	-40.59	2.54	5.47	124.54			
Europe Ex-UK	1282.67	-2.78	-36.05	2.01	5.03	121.22			
Europe Ex-UK	1207.53	-2.28	-30.99	1.91	2.81	131.95			
FTSE Eurotop Industry Sectors	1095.56	-3.71	-42.24	2.56	6.38	115.78			
Mining	1178.35	-4.63	-57.12	2.97	21.37	126.74			
Oil & Gas	1052.28	-3.67	-40.04	2.54	5.47	104.51			
BASIC INDUSTRIES	1227.99	-0.99	-11.30	2.35	6.95	122.26			
Chemicals	1208.57	-1.69	-22.98	2.20	2.63	105.59			
Construction & Bld Mts	1150.95	-0.69	-12.29	2.10	5.23	116.53			
Petroleum & Paper	1103.97	-0.22	-2.38	3.00	18.68	121.07			
GENERAL INDUSTRIALS	1179.46	-2.58	-31.28	2.33	6.38	121.37			
Aeronautics & Defense	1043.93	-1.81	-17.19	2.18	0.53	104.21			
Automobiles	1102.59	-1.05	-15.15	1.99	0.09	142.90			
Household Goods & Texts	1120.59	-1.05	-15.15	1.99	0.09	142.90			
NON-CYCICAL GOODS	1105.26	-1.59	-19.19	1.56	6.39	122.26			
Beverages	945.13	-0.57	-5.39	2.44	10.32	97.32			
Food Producers & Process	956.28	-2.12	-19.37	1.71	3.35	910.21			
Hospitality	907.52	-4.04	-41.76	1.12	0.00	908.21			
Packaging	933.36	-0.28	-0.28	2.33	1.08	935.40			
Personal Care & Hs Prod	1021.74	-2.45	-27.95	0.99	1.94	1110.05			
Pharmaceuticals	1074.11	-1.04	-10.95	1.74	10.75	1124.28			
Tobacco	1205.69	-0.12	-1.60	3.30	2.71	1205.69			
TELECOMMUNICATIONS	1412.85	-1.51	-21.65	2.13	0.80	1451.84			
Transport	1202.08	-2.45	-27.27	2.28	5.18	1216.22			
NON-CYCICAL SERVS	1357.07	-2.38	-32.73	1.29	1.72	1398.55			
Food & Drug Retailers	1122.30	-1.79	-20.48	1.70	6.11	1145.71			
Telecommunications	1223.05	-2.49	-33.57	1.72	0.43	1343.78			
UTILITIES	1300.57	-1.19	-25.08	3.09	8.10	1307.00			
Electricity	987.03	-1.36	-13.96	3.29	5.57	1025.75			
Gas Distribution	1068.02	-2.94	-31.87	1.54	6.21	1207.21			
Water	842.57	-3.44	-29.99	5.38	5.94	867.91			
FINANCIALS	1387.09	-2.82	-39.47	2.12	7.98	1408.77			
Banks	932.16	-2.86	-27.17	2.43	7.58	1015.58			
Insurance	974.49	-3.06	-30.70	1.40	1.91	980.17			
Investment Companies	1077.59	-3.47	-38.77	1.85	5.45	1099.94			
Real Estate	1071.72	-1.89	-20.62	2.14	0.00	1097.43			
Securities & Other Fin	765.59	-1.85	-14.43	2.80	1.87	767.35			
INFORMATION TECH	1022.26	-2.79	-35.88	2.25	5.94	1208.04			
Information Tech Hardw	1040.73	-6.33	-70.57	0.88	6.24	1052.73			
Software & Computer Serv	857.67	-4.05	-42.35	0.80	0.15	859.35			
Further Information is available on <a href="http://www.ft.com">http://www.ft.com</a> . © FT Information Limited 1999. All rights reserved. FTSE and FTS are registered trade marks of the London Stock Exchange and The Financial Times and are used by FTSE International Limited. FTSE is a registered trade mark of the Association of Stock Exchanges. FTS is a registered trade mark of the Association of Stock Exchanges. FTSE is compiled by FTSE International.									
FTSE EUROTOP 100 INDEX FUTURES (FTSE 220 per FTSE Index point)									
Open	Sett. price	Change	High	Low	Ext. vol.	Open Int.			
Jan 2601.0	2940.0	-76.0	2972.0	2944.0	134	5795			
FTSE 100 INDEX FUTURES (FTSE 100 per FTSE Index point)									
Open	Sett. price	Change	High	Low	Ext. vol.	Open Int.			
Jan 2600.0	2940.0	-76.0	2972.0	2944.0	134	5795			
EURO STYLE FTSE EUROTOP 100 INDEX OPTION (ASX €10 per index point)									
2000 2500 2000 2500 3000 3500 3100 3500									
Open Sett. price Change High Low Ext. vol. Open Int.									
Jan 2601.0 2940.0 -76.0 2972.0 2944.0 134 5795									
OTHER INDICES									
FTSE EUROTOP 300									
Open Sett. price Change High Low Ext. vol. Open Int.									
Jan 2601.0 2940.0 -76.0 2972.0 2944.0 134 5795									
Source: Financial Times Information. *Subject to revision next month. (b) unavailable.									
FTSE EUROTOP 300									
Open Sett. price Change High Low Ext. vol. Open Int.									
Jan 2601.0 2940.0 -76.0 2972.0 2944.0 134 5795									
Source: Financial Times Information.									
FTSE Eurotop 300 Index quotes call FT Cibline on 0960 843 5920. Calls are charged at 60p per minute at all times.									
FTSE Eurotop 300									
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Source: Financial Times Information.									
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Source: Financial Times Information.									
FTSE Eurotop 300									

## INTERNATIONAL CAPITAL MARKETS

# CFTC facing pressure over rule change

By Nikki Tait in Washington

Pressure mounted yesterday on the Commodity Futures Trading Commission, the US industry regulator, to allow US customers direct access to electronic trading systems, run by non-US derivatives exchanges, at least on an interim basis.

The regulator has been mulling rules that would allow foreign electronic exchanges into the US, without requiring them to go through the cumbersome process of registering at a US "contract market".

But draft proposals, released by the CFTC in March, were immediately criticised as too complex. Exchanges such as the London International Financial Futures and Options Exchange, which had hoped to make its new electronic Cboe Connect trading system available in the US this year, were furious, warning that it would be well into 2000 before issues were resolved and it could go ahead.

The situation is further complicated because Eurex, the largest European exchange, was allowed to put some trading terminals in the US a few years ago, before a CFTC "freeze" was imposed. France's Matif also has access through an electronic link with the Chicago Mercantile Exchange. Eurex claims this gives the two European exchanges an unfair advantage.

At a meeting in Washington DC yesterday, organised by the regulators to air industry views on the subject, lawyers for Eurex claimed it was incumbent on the CFTC to take action.

## WORLD BOND PRICES

## BENCHMARK GOVERNMENT BONDS

	Ref Date	Days	Open	High	Low	Day Chg	Wk chg	Month chg	Year chg
Australia	01/01	8,750	100,500	4.74	-0.02	-0.07	-0.10	-0.24	
	01/05	8,750	100,500	5.52	-0.05	-0.04	-0.14	-0.24	
Austria	01/01	5,200	104,500	2.75	-0.04	-0.04	-0.32	-0.41	
	01/05	5,000	107,400	3.57	-0.03	-0.01	-0.24	-0.38	
Belgium	01/01	5,000	104,000	2.85	-0.02	-0.03	-0.27	-0.38	
	01/05	5,000	104,000	3.47	-0.02	-0.02	-0.27	-0.38	
Canada	01/01	5,000	100,600	4.55	-0.07	-0.05	-0.45	-0.58	
	01/05	5,000	100,600	5.52	-0.05	-0.04	-0.45	-0.58	
Denmark	01/01	5,000	104,500	5.05	-0.05	-0.05	-0.14	-0.24	
	01/05	5,000	104,500	5.11	-0.02	-0.02	-0.14	-0.24	
Finland	01/01	4,800	101,400	2.85	-0.04	-0.04	-0.34	-0.44	
	01/05	4,800	101,400	3.46	-0.02	-0.02	-0.34	-0.44	
France	01/01	4,900	101,600	2.85	-0.03	-0.03	-0.34	-0.44	
	01/05	4,900	102,400	3.45	-0.03	-0.03	-0.34	-0.44	
Germany	01/01	5,000	104,400	2.73	-0.04	-0.07	-0.27	-0.38	
	01/05	5,000	104,200	3.57	-0.03	-0.03	-0.27	-0.38	
Iceland	01/01	5,000	103,500	2.85	-0.03	-0.03	-0.27	-0.38	
	01/05	5,000	103,500	3.57	-0.02	-0.02	-0.27	-0.38	
Ireland	01/01	5,000	106,700	2.83	-0.04	-0.02	-0.29	-0.38	
	01/05	5,000	106,700	3.47	-0.03	-0.02	-0.29	-0.38	
Japan	01/01	5,000	103,500	6.69	-0.11	-0.14	-0.22	-0.38	
	01/05	5,000	103,500	5.82	-0.02	-0.02	-0.24	-0.38	
Switzerland	01/01	5,000	103,500	2.72	-0.04	-0.08	-0.31	-0.42	
	01/05	5,000	103,500	3.45	-0.03	-0.03	-0.31	-0.42	
United Kingdom	01/01	5,000	103,500	4.21	-0.05	-0.05	-0.31	-0.42	
	01/05	5,000	103,500	4.85	-0.03	-0.03	-0.31	-0.42	
United States	01/01	5,000	103,500	2.85	-0.04	-0.05	-0.29	-0.38	
	01/05	5,000	103,500	3.47	-0.03	-0.03	-0.29	-0.38	
Yugoslavia	01/01	5,000	103,500	2.72	-0.04	-0.08	-0.31	-0.42	
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	01/05	5,000	103,500	3.45	-0.03	-0.03	-0.31	-0.42	
Yugoslavia	01/01	5,000	103,500	2.72	-0.04	-0.08	-0.31	-0.42	
	01/05	5,000	103,500	3.45	-0.03	-0.03			

OTE to  
raise \$1bn  
in loan  
market

# Bloated US deficit fails to revive euro

## MARKETS REPORT

By Christopher Swann  
and Alan Beattie

After hitting a lifetime low earlier this week, trading in the euro against the dollar was relatively subdued yesterday despite news of a record US trade deficit.

The release of data showing the US trade deficit swelling to a record \$194bn in February, together with the German Ifo survey registering a modest rise in confidence, failed to breathe life into the euro.

The European currency traded sideways, closing at \$1.086 at the end of the London session. It also finished the day little changed against sterling and the yen.

Rumours have circulated in the markets that Wim Duisenberg, European Central Bank president, has been preparing a bear trap. His nonchalance over the

level of the euro have added to the currency's woes in recent days, but some have wondered whether he could be preparing to sting the markets with a surprise intervention.

However, fully paid-up conspiracy theorists remained in a minority.

"Any move to punish the market in this way would seriously undermine ECB credibility and diminish the effectiveness of its verbal interventions," said Stewart Newnham, currency strategist at Commerzbank in London. "Rumours of this kind are born of the lack of transparency in ECB decision making. Analysts at the economic consultancy 4Cast said thoughts of intervention would grow if the euro drew

closer to \$1.05 against the dollar. But they thought the ECB would remain on the sidelines all the way down to parity.

The Australian dollar paused for breath yesterday after approaching February's nine month peak of \$0.8545.

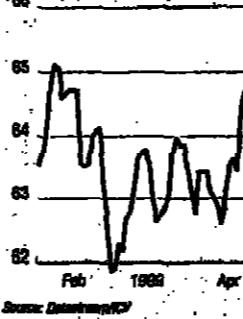
A dip in commodity prices yesterday knocked some of the exuberance out of the bulls, with aluminium and zinc prices edging lower.

But some analysts argued that the upswing was far from exhausted. A bid for commodity currencies, growing signs of a rebound in Asia and the weakness of the euro, they said, would continue to underpin an upward trend.

David Bloom, currency strategist at HSBC in London, said that the currency would also benefit from Australia's wealth of cyclical shares. "The return to vogue of these stocks has helped push the Australian all

## Australian dollar

Against the US dollar (USc per \$A)



Feb 1999 Apr  
Source: Bloomberg

share index towards record highs, providing portfolio inflows supporting the currency, he said.

HSBC is forecasting a gain of \$0.87 cents by the end of the year and \$0.70 by the middle of 2000.

■ Sterling gained ground against the dollar yesterday, lifted by news of the record US trade deficit.

Against the dollar sterling crept up from \$1.611 in early London trading to close at \$1.616. It was unchanged against the euro.

Markets shrugged off a rise in RPIX inflation, which spiked up to 2.4 per cent in March from 2.2 per cent in February because of budget tax increases.

David Bloom said the strength of sterling indicated confidence in Britain's economic performance. "In old money terms sterling is heading back to the DM30 level," he said.

"This reflects the prospect of a perfect landing followed by credible, non-inflationary growth and is a sign that

interest rate cuts can't keep a good currency down," Mr Bloom added.

■ A member of the Swiss National Bank's board said yesterday that stories about carry trades affecting the currency were exaggerated.

The Swiss franc has gained market attention recently as an ideal funding vehicle for the infamous carry, less volatile than the yen but with interest rates close to zero and a central bank continuing to pump liquidity into the economy.

But yesterday Bruno Gehriger, a member of the SNB's board, denied that there was a large volume of outstanding Swiss franc carry trades and that they had the potential to disrupt the currency.

He reiterated the familiar view that the currency was at an appropriate level for the Swiss economy.

The Swiss franc was little changed against its main currency partners yesterday.

## OTHER CURRENCIES

Apr 20

Open Sett. Change Bid/offer

mid-point

Day's high

low

One month

Rate %PA

One year

Rate %PA

Bank of

Engl.

Index

Europe

Australia

Austria

Bahrain

Belgium

Bermuda

Bolivia

Bulgaria

Canada

Chile

China

Colombia

Croatia

Cuba

Cyprus

Czech Rep.

Denmark

Egypt

Finland

France

Germany

Greece

Hong Kong

Iceland

Ireland

Italy

Japan

Korea

Latvia

Lithuania

Malta

Mexico

New Zealand

Nicaragua

Nigeria

Norway

Poland

Portugal

Russia

## COMMODITIES &amp; AGRICULTURE

## OECD cuts agricultural forecasts

By Michael Smith in Brussels

The Organisation for Economic Co-operation and Development yesterday lowered its forecast for agricultural prices and trade to 2004 and warned governments against intervening to compensate farmers for depressed markets.

In its annual agricultural outlook, the OECD suggested many agricultural markets would remain depressed for the next two years, and a recovery before 2004 would fail to lift prices in sectors including maize and wheat to the levels experienced from 1993 to 1997.

The report was completed before the European Union finalised its farm aid reform last month but it will strengthen the belief among economists that the EU will fail in its aim to reduce cereal prices to world levels in the next few years.

Matching cereal prices is important to the EU because it would enable it to export without constraint from the World Trade Organisation. The OECD said low farm prices would continue in many sectors for a couple of years, and in some cases beyond, but would then ease as supply adjustments kicked in.

However, it said demand for products, and therefore prices, was unlikely to reach levels projected last year.

It warned that increased support to help farmers' weather-related difficulties may slow market recovery.

Despite disciplines introduced by world trade negotiations earlier this decade, "there is a danger of increased use of export assistance programmes by the main exporting countries, and this can further depress world prices and distort trade. A return to better global market prospects can best be assured through well-functioning markets.

The temptation to interfere with markets or retreat behind trade barriers in response to current difficulties should be resisted."

The report precedes talks this year under the World Trade Organisation aimed at liberalising world trade in services and farm products.

There are fears that the farming depression, which has hit sectors including cereals and meat, will weaken government resolve to reform and prompt some countries to rein back on commitments already made to open up trade.

The US last year provided a one-off support package

worth \$6bn to farmers,

although it insisted its aid was within WTO rules. And while the EU's farm reforms last month will lead to big cuts in internal prices of beef, cereals and milk, the changes were less radical than the European Commission had wanted, particularly on cereals.

The OECD report predicted increases in farm trade by organisation members in spite of the less buoyant outlook. Net exports in poultry are forecast to grow 63 per cent by 2004, compared with the average of 1993-97, cereals 17 per cent and cheese 28 per cent.

## Rubber trade organisation meets in search for a future

Industry insiders say there is little hope that Inro can survive the withdrawal of two of its leading members, writes Paul Solman

**R**ubber producers are meeting in Kuala Lumpur this week in the latest attempt to thrash out a future for the International Natural Rubber Organisation (Inro).

The organisation, which includes the world's leading producers and consumers, is the last surviving global commodity agreement outside the oil industry, but it is on the verge of collapse.

Thailand and Malaysia, the biggest and third biggest producers, have announced their intention to withdraw from Inro, criticising it for failing to support the rubber market effectively.

Along with most other commodities, natural rubber prices have tumbled in the past two years, amid booming production and the downturn in Asia.

Growth in consumption slowed to 2 per cent last year from 6 per cent in 1997, according to the International Rubber Study Group.

Competition from synthetic rubber has also hit prices.

Inro's daily market indicator, a composite of the spot prices in the main markets, was 153 Malaysian cents a kilogram yesterday. At the beginning of last year it was more than 230 cents.

Inro was set up in 1989 for the benefit of producers and consumers. Producing members - Thailand, Indonesia, Malaysia, Ivory Coast, Nigeria and Sri Lanka - were looking for higher prices. Consumers such as the US, Japan, China, and European countries were looking for market stability.

Contributions from members gave Inro the funds to intervene in the market, buying rubber when prices were low, selling when moved higher.

However, as prices fell, Malaysia and Thailand became disenchanted, suggesting Inro's price support mechanism was failing.

Last October, Malaysia gave the required one year's notice that it would quit Inro, with Thailand following suit in February.

This week's meeting in Kuala Lumpur will discuss whether Inro can continue without Malaysia and Thailand. Industry insiders think that the two countries together account for about half the world's natural rubber production.

"Without the financial contributions from Malaysia and Thailand, Inro simply can't afford to intervene in the market, so there is no reason for it to exist," an analyst said yesterday.

Traders say prices have drifted in recent months as Inro has been unable to afford to enter the market because of lack of funds.

Yesterday's price of 152 Malaysian cents was well below the 172 cents at which Inro normally intervened to buy rubber.

Meanwhile, Malaysia plans to withhold rubber from the export market and limit imports in an effort to prop up prices received by its producers, most of which are smallholders.

Thailand also plans controls on its domestic market, though traders are sceptical that such proposals will help.

Indonesia, the second largest natural rubber producer, remains committed to Inro but its contributions to Inro but its contributions to the organisation's funds would be a heavy financial burden without help from Malaysia and Thailand.

"Many consumers, such as the US and Japan, are still behind Inro because it helps provide stability in the rubber market and enables them to plan their consumption," a trader said.

If Inro is coming to an end, the next question is what will happen to the market without it. Analysts are warning that releasing Inro's

rubber stocks will further erode prices. "Prices seem to have bottomed at the moment, and news that Inro is to be wound up is unlikely to have a dramatic effect on prices in the short term," an industry insider said yesterday.

However, the longer term is likely to see increasing volatility, with prices falling further, traders said.

"It's likely that Inro will attempt to delay its decision until its next meeting in July, in an effort to try to get Malaysia and Thailand back on board. But their continuing as members is a forlorn hope," a trader said. "It's not a question of whether Inro will be wound up, but how."

Copper bulls are still hoping for confirmation of the hoary rumour that BHP will close some of its US production, and is trying to reach a deal with local unions.

Rhona O'Connell of T. Horne & Co reported that, although "no company is prepared to comment on the rumour that BHP has approached Phelps, Cyprus and Asarcoc... the consensus... is that the San Manuel smelter is worth having but the mines are of less value."

Cocoa prices fell again yesterday on the London International Financial Futures and Options Exchange.

The most actively traded May contract closed down £10 at £740 a tonne, though above the day's low of £736. May coffee was also weaker, closing \$11 lower at \$1,479 a tonne.

## Zimbabwe pins hopes on tobacco sales

By Tony Hawkins in Harare

The consensus forecast is for an average price of around 165 cents a kg, which would give growers a gross income of some \$36m, down 18 per cent from last year and the lowest since 1990.

Growers who had threatened a boycott of the auctions in protest against a 10 per cent turnover tax on tobacco sold from the fields have abandoned their plans following official promises that the tax will be eased.

The "tax-on-tax" element is to be dropped, allowing growers a tax credit for income tax purposes, though the levy remains 10 per cent.

Despite this, the sales are likely to start slowly. Growers learned an important lesson last year when the steep devaluation of the Zimbabwe dollar during the sales meant those who sold late earned twice as much as early sellers, despite a very similar US dollar price.

Since most analysts expect the Zimbabwe dollar to resume its slide over the next six months, farmers are likely to delay deliveries to the floors in hopes of getting higher local currency prices.

They are likely to need them. The Zimbabwe Tobacco Association, which represents growers, says farm costs have risen 60 per cent a year in the last two years. At the current rate of Z\$38 to the US dollar, an average price of 165 cents a kg would give a local price of Z\$62.70, some 80 per cent higher than last year.

But average yields are down because of the weather, inflation is 83 per cent and rising, farm workers are demanding big wage increases, while interest rates, currently 45 per cent, are also set to rise. Margins will be squeezed and another year of reduced profits could force the less successful growers out of the industry.

## COMMODITIES PRICES

## BASE METALS

London Metal Exchange (Prices from Amalgamated Metal Trading)

Aluminium, Baux, Purity 6 per cent

Copper, 99.9%

Lead, 99.9%

Nickel, 99.9%

Tin, 99.9%

Zinc, 99.9%

## Precious Metals continued

Gold COMEX (100 Troy oz, \$/troy oz.)

Silver COMEX (100 Troy oz, \$/troy oz.)

Platinum NYMEX (50 Troy oz, \$/troy oz.)

Palladium NYMEX (100 Troy oz, \$/troy oz.)

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• All the *Hot 24-7* and *On-line* services are available over the telephone. Call the FT Online Help Desk on (+44 171) 873 4378 for more details.

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**PSA - Financial Services Authority;**  
 (\*) Funds not PSA registered. The regulatory authority for these funds is as follows:

**Barrett - Barrett Monetary Authority**  
**Cayman Islands - Cayman Islands Monetary Authority**  
**Guernsey - Financial Services Commission**  
**Ireland - Central Bank of Ireland/Department of Economic and Social Affairs**  
**Isle of Man - Financial Services Commission**  
**Jersey - Financial Services Commission**  
**London - Financial Services Authority**  
**Malta - Financial Services Commission**  
**Switzerland - Swiss National Bank**  
**United States - Comptroller Bank of the U.S. state**  
**United States - Fed or appropriate state**  
**United States - Other or state bank**  
**United States - Other or state price**  
**UEG - U.S. Equity Investors Group;**  

**Yield:** The yield shown represents the final manager's view of the level of the fund's estimated price unless indicated by use of the underlying symbol:

- (\*) 1000 = 1000 basis
- 1000 = 1000 basis
- 1400 = 1400 basis
- 1700 = 1700 basis

**Exit charge:** The level of exit costs.

**Excess:** Manager's periodic charges deducted from capital.

- 1 Management fee - Fixed pricing
- 2 Distribution fees of U.S. trust
- 3 Periodic producer incentive plan
- 4 Single premium insurance
- 5 Distributions on a U.S. life insurance for collective investment in Transferable Securities.
- 6 Option price includes all expenses except agency commission
- 7 Premium start's price
- 8 Premium growth
- 9 Yield
- 10 Yield to maturity
- 11 Investment return - D-dates
- 12 Premium available to transferable brother
- 13 Yield (calculated after unrealized gains of 100% income)

The fund prices published in this edition are also available at the [Financial Times' web site](http://www.FT.com), <http://www.FT.com>

## **LONDON SHARE SERVICE**





## WORLD STOCK MARKETS

**Highs & Lows shown on a 52 week basis**

EUROPE (EMU) Prices in €												EUROPE (EMU) Prices in €												EUROPE (EMU) Prices in €											
AUSTRIA (Apr 20) 1 € = 13.78305 Sch												BELGIUM/LUX (Apr 20) 1 € = 40.33969 Frs.												NETHERLANDS (Apr 20) 1 € = 2.20371 Frs.											
ASIA (Apr 20) 1 € = 13.78305 Sch												CROATIA (Apr 20) 1 € = 1.95583 Dr.												NORWAY (Apr 20) 1 Kr.											
AUTRIAN												CZECH REP (Apr 20) / Kč												NORWEGIAN											
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## Emerging markets: IEC, investable, indices

Apr 19	Market	Dollar terms
Latin America		Days % Change avg since 3/1/98
Argentina	937.55	+2.8 +17.1
Brazil	310.63	-1.6 +12.2
Chile	598.48	+2.3 +2.2
Colombia	477.95	+2.9 -4.1
Mexico	880.21	-0.2 +4.3
Peru	159.12	+4.0 +18.6
Venezuela <sup>a</sup>	423.09	-6.1
East Asia		
China <sup>b</sup>	26.58	+3.3 +5.7
India <sup>c</sup>	70.95	-3.7 -10.2
Indonesia <sup>d</sup>	31.31	+2.1 +3.6
Korea <sup>e</sup>	73.33	-7.5 +3.6
Malaysia	94.43	+2.7 +6.3
Pakistan <sup>f</sup>	101.84	+2.2 +3.6
Philippines	152.27	+8.4 +23.1
Sri Lanka <sup>g</sup>	98.35	-0.8 -19.3
Taiwan, China <sup>h</sup>	142.59	+2.6 +1.5
Thailand	73.81	+3.5 +16.3
Europe		
Czech Rep	44.50	+0.7 -12.1
Greece	703.00	-8.0 +13.3
Hungary <sup>i</sup>	248.75	+0.1 +11.1
Poland <sup>j</sup>	544.33	+3.8 +4.4
Russia	40.87	+3.9 +74.1
Slovakia	30.22	-4.0 -30.3
Turkey <sup>k</sup>	218.17	-0.2 +4.8
Middle East/Africa		
Egypt	70.10	-1.2 +8.1
Israel	131.40	+2.7 +28.1
Jordan	220.75	-0.8 +11.1
Morocco	152.52	-0.1 +5.1
S Africa <sup>l</sup>	161.17	+2.0 +28.1
Zimbabwe <sup>m</sup>	132.79	+27.1
Regions		
Composite	229.73	+1.8 +23.1
Latin America	529.47	+0.3 +25.4
Asia	133.98	+4.4 +3.6
EMEA	134.47	-0.1 +17.7
Europe	166.04	-2.3 +10.3
East Europe	63.09	+2.3 +8.3
ME & Africa	66.70	+1.9 +24.4
Comp + Malay	251.07	+1.6 +21.3
Asia + Malay	131.20	+4.1 +1.1

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## GLOBAL EQUITY MARKETS

THE NASDAQ AMEX MARKET GROUP

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4 pm class April 20

# STOCK MARKETS

## Bourses get the message from internet falls

### WORLD OVERVIEW

Monday's dramatic nosedive on Wall Street sent equities reeling yesterday. Both Europe and Asia fell heavily and the prevailing gloom found no comfort in the further early declines for US shares, writes *Jeffrey Brown*.

Internet stocks, which were mostly responsible for the dramatic turnaround for

the mood in US equities on Monday, were initially steadier. But after falls of more than 16 per cent for sector leaders like America Online and Amazon.com, the investment world is suddenly a much more volatile place.

There was little that Asia could do to turn the tide. Jakarta, up 6 per cent 24 hours earlier, retreated 4.8

per cent. Among the bigger Asian markets, Hong Kong gave up all of the previous day's 2.7 per cent advance.

In Europe there was a near rout with both value and growth sectors taking a severe mauling. The trio of electronic leaders due to unwrap results tomorrow - Phillips, Nokia and Ericsson - were notably weak. Drugs were another sector sought

out with lethal results by the profit-takers.

Paris, which had climbed to within 36 points of its all-time peak on Monday, lost 2.8 per cent. Frankfurt, where sentiment was additionally dented by the latest business confidence survey, fell 3 per cent.

The German IFO business survey showed an improvement in March for the first

time in nine months, but the gains to 90.2 from just below 89.8 in February fell short of analysts' expectations.

"There is a glimmer of hope, but no very obvious certainty that Europe's core economy is on the mend," said one broker.

However, many observers remain relatively sanguine about the latest shake-out for equities in Europe. Ben

Funnel, of Morgan Stanley Dean Witter's strategy team, said the process of portfolio realignment from growth to value stocks was always going to create additionally volatility.

"Sector rotation always creates tugs of war between the bulls and the bears. We remain confident of at least 10 per cent growth in Europe this year," he says.

### EMERGING MARKET FOCUS

## New-look party taken at word

The Turkish stock market

REUTERS

IMKB 100

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